

September 17-19, 2014

Executive Director's Office

**ITEM H.108
FOR ACTION**

<i>for presbyterian mission agency executive director's office use only</i>					
	A. Finance		E. Corporate Property, Legal, Finance		J. Board Nominating & Governance Subcommittee
	B. Justice		F. PC(USA), A Corporation		P. Plenary
	C. Leadership		G. Audit		
	D. Worshiping Communities	X	H. Executive Committee		

Subject: Presbyterian Mission Agency Self-Study

Recommendation: That the Presbyterian Mission Agency Board approve the Self-Study with appendices and empower staff to make additional revisions and/or corrections provided they do not alter the basic substance of the report.

Background:

The General Assembly reviews its agencies every six years. Two are reviewed at each assembly. In 2016, the General Assembly will review the Presbyterian Mission Agency and the Office of the General Assembly.

This summer, the General Assembly elected the committee which will conduct the Presbyterian Mission Agency review. The committee's first meeting will be in November, where they will review this self-study.

The Agency Review Manual describes the self-study in this way:

The self-study assists the agencies of the PC (U.S.A.) in examining their perceptions of their agency and its mission. It is the first step in the review process and is followed by the on-site visit from the Agency Review Committee and its evaluation. This self-examination is the starting point of an ongoing and collaborative process where administration and staff work together to create and promote a system that is responsive to all facets of the agency.

At its core, the self-study is a way for the agency to inform the Agency Review Committee about the work of the agency and to help it evaluate the agency in light of the review standards, but it should also be viewed by the agency as an important step in long-term strategic planning. Using this assessment can assist in examining areas critical to the life of the agency: the community, human resources, programs, development and governance. By participating in this type of self-examination, the PC(U.S.A.) can gain great understanding about itself, its future in the community and its goals.

Regarding the contents of the Self Study, the Agency Review Manual says:

The Self Study should be comprehensive enough to give the Agency Review Committee the resources it needs to understand the agency and consider the agency in light of the standards of review. A complete Self Study may include the following:

- A chapter summarizing the work of the steering committee which conducted this self-study, including the names of the members of the steering committee and a schedule of their work;
- A chapter introducing the agency, its work and ministry;
- A chapter outlining the agency's response to the last Agency Review;
- A chapter outlining how the agency fulfills the standards of review concerning Church Relatedness;
- A chapter outlining how the agency fulfills the standards of review concerning Policies and Program Effectiveness;
- A chapter outlining how the agency fulfills the standards of review concerning Collaboration;
- A chapter introducing the agency's supervising board, including board membership and contact information and a summary of their work;
- A chapter offering reflections on the agency from the agency president or director;
- Exhibits or supporting documents which might include:
 - Brochures and publications which communicate to the church;
 - A vision or mission statement if one is in current use;
 - Recent evaluations of the agency president or director;
 - Roster of agency employees;
 - Human resources manuals and staff development plans;
 - Budgets;
 - Audits;
 - Current web sites;
 - Supervisory board manual
 - Organization charts for the agency

Staff have developed this Self Study and provided opportunity for several current and former elected members to comment. This draft incorporates the feedback received as part of that process.

Presbyterian Mission Agency Self Study

Developed for the Presbyterian Mission Agency Review Committee

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Introduction

The Presbyterian Mission Agency has made great strides since 2006. Emboldened by a vision of “Presbyterians joyfully engaging in God’s mission for the transformation of the world,” we are witnessing transformation in and through our shared ministry and mission across the church. What a joy it is!

We rejoice in encouraging and supporting emerging diverse, transformational leaders who are being nurtured for Christ’s mission in an increasingly globalized world.

We rejoice in mobilizing and deploying scores of experienced responders and thousands of volunteers to “bring hope out of chaos.”

We rejoice in empowering advocates for justice and peace, and enabling those who respond to God’s call to mission service, here and abroad.

We rejoice as we join with global partners to address root causes of poverty, to work for reconciliation in cultures of violence, and to proclaim the good news of the Gospel.

We rejoice as the movement to create 1001 new worshiping communities catches fire across the church

We rejoice with established congregations as together we assess and discern God’s call for an exciting future that is only now unfolding.

We rejoice with young adults in reforming the church for Christ’s mission through volunteer service and collegiate ministries.

Through our commitment “to inspire, equip and connect the church in its many expressions through new and existing congregations and worshiping communities to serve Christ in the world,” we have brought greater focus to the effectiveness and alignment of our work; to our engagement with Presbyterians throughout the PC(USA); to being a trusted workplace in which staff can develop and contribute their gifts in meaningful ways; to our relationships with mid councils and constituents; and to supporting the Presbyterian Mission Agency Board and the General Assembly.

To be sure, challenges continue as congregations leave or consider leaving and mid councils struggle; as financial resources decline more than our funds development efforts offset; as congregations have a myriad of choices of organizations and causes in which to engage in ministry; and as constituents and culture pull in many different directions.

Yet, the challenges are not insurmountable. For we trust in Jesus Christ, who “calls the church into being, giving it all that is needed for its mission in the world, for its sanctification and for its service to God” (*Book of Order*, F-1.0202).

So, “Glory to God, who is able to do far beyond all that we could ask or imagine by his power at work within us; glory to him in the church and in Christ Jesus for all generations, forever and always. Amen” (Ephesians 3:20–21, Common English Bible).

Marilyn Gamm
Chairperson
Presbyterian Mission Agency Board

Linda Valentine
Executive Director
Presbyterian Mission Agency

Chapter One: The Steering Committee

The Presbyterian Mission Agency developed this self-study through a staff process. Linda Valentine (Executive Director), Barry Creech (Director for Policy, Administration, and Board Support), Mark D. Hinds (Associate Publisher, Congregational Ministries Publishing), and Susan Abraham (Associate for General Assembly Coordination and Board Support) led the process. Materials were reviewed and revised by the Self-Study Steering Committee, appointed by Matthew Schramm (then Presbyterian Mission Agency Board chair):

Ruling Elder Carol Adcock, Fort Worth, TX served the Presbyterian Mission Agency Board (and its previous iterations) as member from 2003-2010 and as Board chairperson from 2008-2010.

The Rev. Mihee Kim-Kort, Bloomington, IN has served the Presbyterian Mission Agency Board as a member since 2010. As chairperson of the Worshiping Communities Committee, she also served on the Board's Executive Committee (2012-2014) and has been elected to an at-large seat on the Executive Committee for 2014-2016.

Ruling Elder Heath Rada, Montreat, NC has served the Presbyterian Mission Agency Board as a member since 2010. He has been a member of the Board's Personnel Subcommittee and an at-large member of the Executive Committee (2012-2014).

The Rev. Marilyn Gamm, New Berlin, WI serves as chairperson of the Presbyterian Mission Agency Board. She has served as a member of the Board Nominating and Governance Subcommittee and vice-chairperson of the Worshiping Communities Committee.

Ruling Elder Josephene Stewart, Charlotte, NC serves the Presbyterian Mission Agency Board as vice-chairperson. She has served as a member of the Personnel Subcommittee and acting chairperson of the Finance Committee.

Chapter Two: Introduction to the Presbyterian Mission Agency

<<epigraph>>

"I know the plans I have in mind for you," declares the Lord. "They are plans for peace, not disaster, to give you a future filled with hope."

—Jeremiah 29:11 (CEB)

<<end>>

The Presbyterian Mission Agency: A Vision for Service

The Presbyterian Mission Agency is the mission and ministry arm of the Presbyterian Church (U.S.A.). According to its mission statement, the agency will "inspire, equip, and connect the Presbyterian Church (U.S.A.) in its many expressions to serve Christ in the world through new and existing communities of faith, hope, love, and witness."

The Vision of the Presbyterian Mission Agency is expressed in the statement:

<<text box>>

Presbyterians joyfully engaging in God's mission for the transformation of the world.

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Our Mission Work Plan, developed with input from the church and approved by the Presbyterian Mission Agency board and the General Assembly, guides our work. The Mission Work Plan's six directional goals describe broad, programmatic aspirations, acting as beacons to guide the long-term direction of the Mission Agency:

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Transformational Leaders. Inspire, equip, and connect the church to cultivate, nurture, and sustain diverse, transformational leaders for Christ's mission. (John 15:16)

Compassionate and Prophetic Discipleship. Inspire, equip, and connect the church to make, receive, and send disciples who demonstrate and proclaim God's justice, peace, and love in an increasingly globalized world. (Luke 4:18-19)

New Worshiping Communities. Inspire, equip, and connect the church to ignite a movement within the PC(USA) that results in the creation of 1,001 new worshiping communities. (Acts 2:47)

Young Adults. Inspire, equip, and connect the church to engage and join with young adults in reforming the church for Christ's mission. (Genesis 17:7)

General Assembly Engagement. Engage with, respond to, resource and represent the General Assembly in alignment with the vision and mission for the General Assembly Mission Council. (Acts 15:6)

Organizational Integrity. Build confidence, trust and engagement in all that we do by being Collaborative, Accountable, Responsive and Excellent (C.A.R.E.). (Philippians 4:8)

<<end box>>>

The Presbyterian Mission Agency is guided by its core values:

<<text box>>

Within the Presbyterian mission Agency and the wider church, we will strive to be:

Collaborative. Working together in an inclusive community, we will invite input, share ideas, and seek the best ways to accomplish our common goals.

Accountable. Relying on the Holy Spirit to enable us to trust and to be trustworthy, we will take responsibility for our actions and work with integrity, transparency, and love.

Responsive. Acting as servant leaders, we will faithfully respond to the voices and needs of the church by being timely, helpful, enthusiastic, and mission-centered.

Excellent. Demonstrating faithful stewardship and service through God's empowering grace, we will work with energy, intelligence, imagination, and love.

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Our vision, mission, six directional goals, and core values correspond to what Presbyterian Mission Agency staff members hear as the greatest needs from partners in mid councils and congregations.

The Presbyterian Mission Agency: Serving Christ in the World

We witness the work of the Holy Spirit every day in the Presbyterian Church (U.S.A.). The Presbyterian Mission Agency, led by the Spirit, collaborates with congregations, worshiping communities, mid councils, seminaries, ecumenical partners, and global partners in testimony to our conviction that Christ calls us into service together.

Christ has given, is giving, and will always give the church what it needs to serve. Yet, changing circumstances call for new strategies to identify, call out, and employ Christ's gifts. Denominational loyalty that once fueled general mission funding has ebbed significantly, giving way to relational stewardship. Presbyterians increasingly support strategic initiatives that have a face; initiatives that resonate with personal values and a global vision.

The mission agency engages and invites participation in ministries that inspire, equip, and connect Presbyterians when . . .

. . . a hurricane, flood, or tornado destroys neighborhoods and homes, and when lives are shattered by acts of violence. Every year, Presbyterian Disaster Assistance calls Presbyterians to respond generously. Hundreds of thousands of dollars are given to fund relief efforts. Tens of thousands of volunteers travel to afflicted communities to share the love of Christ by cleaning and repairing, by providing spiritual care and by bringing hope out of chaos.

. . . a congregation is stuck, and seeks a new beginning. The mission agency offers congregations The *New Beginnings* program, a comprehensive assessment that leads a congregation in its discernment of where God is calling.

. . . a small church has no leader, and a seminary graduate seeks a call. The mission agency's small church pastoral residency program (formerly For Such a Time as This) helps match and mentor teaching elders and congregations.

. . . a congregation learns how to share their faith using the *Engage* evangelism resources and new people join in following Jesus. To shore up the faith of Presbyterians, the mission agency publishes numerous lines of curriculum and educational resources. Thousands of churches are already using *Feasting on the Word*, *We Believe*, *The Present Word* curriculum, and resources from the *Being Reformed* adult study series.

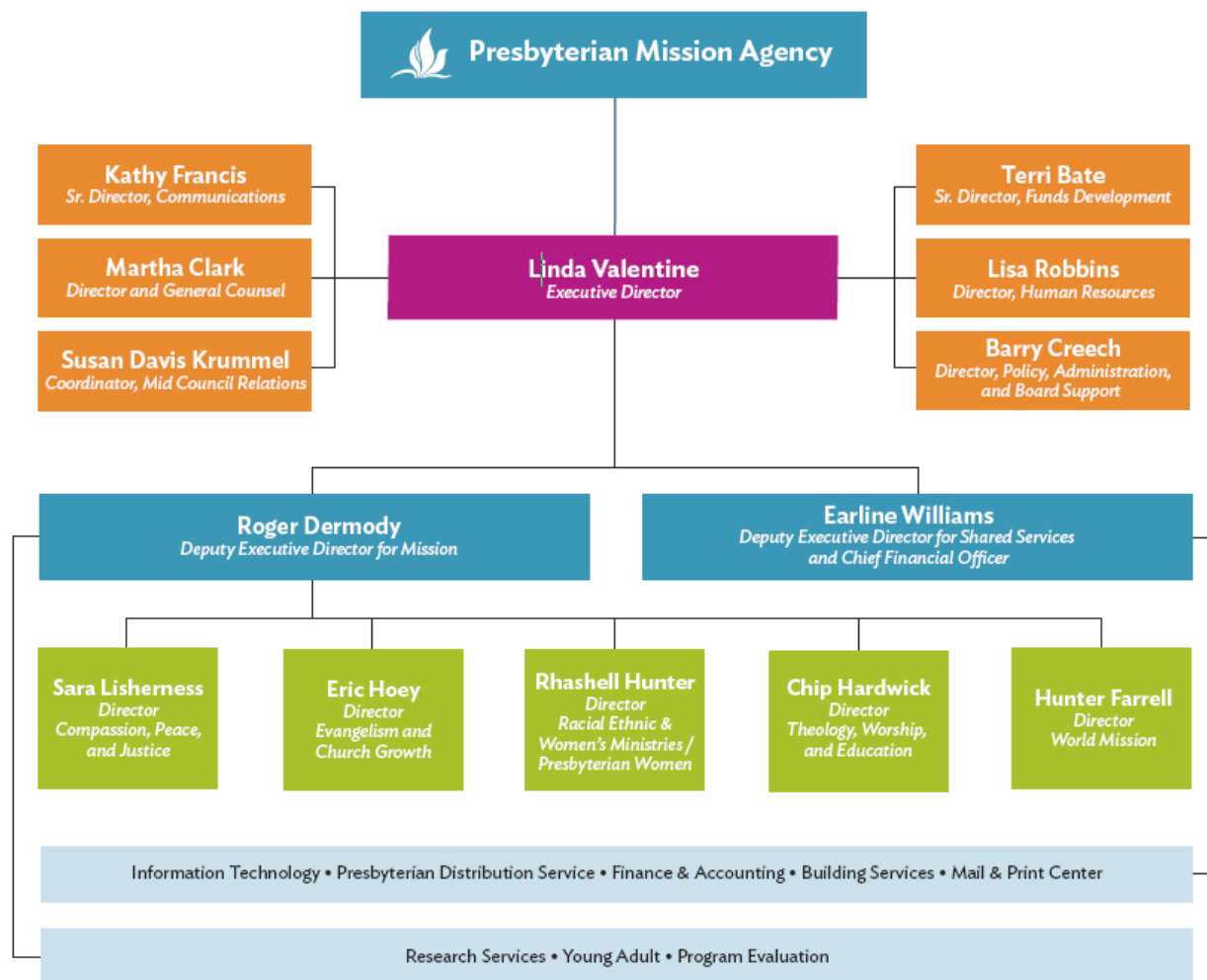
. . . Christ calls us to join God's global family in healing the wounds of poverty and violence and proclaiming God's saving love in Jesus Christ. The Presbyterian Mission Agency deploys mission partners around the world to work for peace and justice in Christ's name.

... Christ calls young people to mature faith. Every three years 5000 youth gather for a faith-filled, energetic week at Presbyterian Youth Triennium. Every summer, young people and adults work and worship at our conference centers, Stony Point (New York) and Ghost Ranch (New Mexico). At colleges across the country, students have discovered a community of faith in Presbyterian UKirk ministries.

Through its commitment to faithful witness and responsible stewardship, the Presbyterian Mission Agency calls on the broader church to identify its God-given gifts and resources, and to participate and support our shared ministry and mission.

The Presbyterian Mission Agency: Organized for Mission and Ministry

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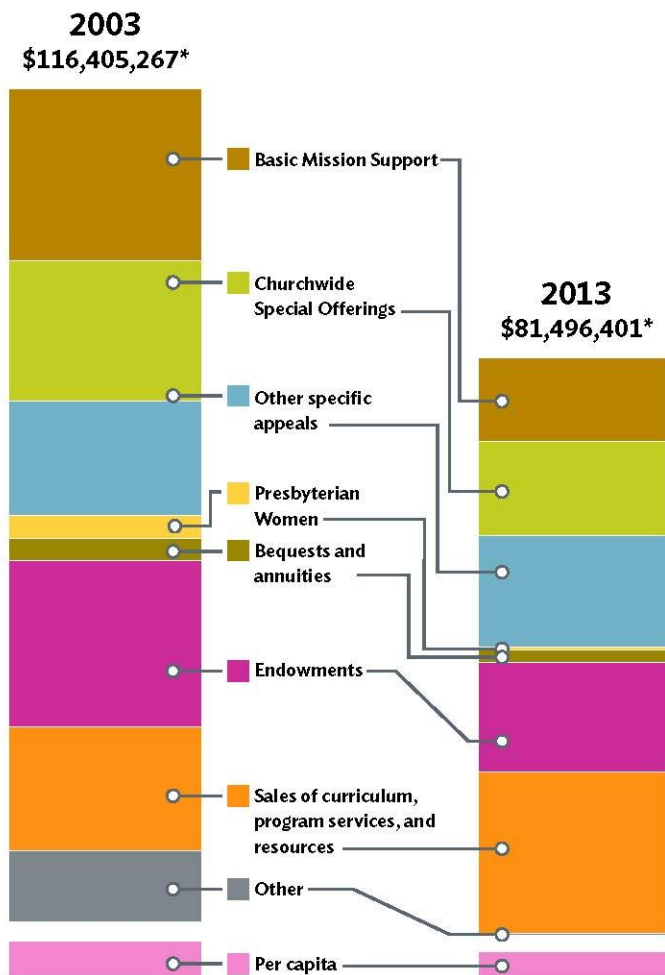


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The Presbyterian Mission Agency: Sources of Funding

The Presbyterian Mission Agency receives funds from numerous sources to support its work. These include gifts, bequests, endowments, donations to specific church appeals, sales (curriculum, conference fees, and resources), and more. Most receipts (81% in 2013) are restricted, and they may be used only for designated purposes. A smaller share of receipts is unrestricted (19% in 2013), and these funds may be used for any purpose.

Over the past ten years, total receipts have continued to decline, and the proportion of unrestricted funds has gone down. This chart summarizes the sources of funding in 2013 and 2003:



A few funding streams deserve some additional comments:

Basic Mission Support is the money received by congregations, passed along to presbyteries, and finally sent to the Presbyterian Mission Agency. Congregations and presbyteries have wildly differing methods and formulas for calculating how much, if anything, they remit. On average, just over

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1/3 of a cent of every dollar that members contribute to the typical congregation's collection basket funds Basic Mission Support.

Emergency and disaster relief, administered by Presbyterian Disaster Assistance, helps congregations, presbyteries, and mission partners of the PC(USA) respond to crises and catastrophes. This has been a bright spot in our funding. Presbyterians have a history of giving generously to support immediate and long-term recovery needs at home and abroad.

Endowments are raised, held and managed by the Presbyterian Foundation. A portion of these funds constitutes a permanent fund, and only the interest income may be used each year to support mission and ministry. In other cases, the principal may be used for a designated purpose. Over the past ten years, the total principal of endowments has continued to decline as these funds have been put to use, and new gifts and bequests have not been sufficient to replace the money so used.

Per capita, representing about 4% of our budget, is an apportionment per member that congregations pay to the PC(USA). These funds are used for various administrative purposes such as Board meetings, the Executive Director's office, the Mid Council Relations office, advisory and advocacy committees, and other Presbyterian Mission Agency coordination.

The chart below shows how funds are used to support the mission and ministry of the church. In terms of Charity Navigator functional classifications, 90% of our funds directly support program expenses, with just 6% supporting management, general and administrative expenses, and 4% used for fundraising expenses:



For a detailed review of the Presbyterian Mission Agency's sources and uses of funds, please see our *2013 Annual Report* (pcusa.org/2013annualreport) and *Funding Trends of the Presbyterian Mission Agency, 2003-2013* (pcusa.org/funding-trends-2013).

The Presbyterian Mission Agency: Documents and Guidance

In addition to scripture, the *Book of Order*, and the *Book of Confessions*, the Mission Agency is guided by:

The Organization for Mission functions as the manual of operations for General Assembly agencies. The Organization for Mission describes the role of each assembly agency and how they work together for the cause of Christ's mission.

(www.presbyterianmission.org/media/uploads/gamc/pdf/organization-for-mission2012rev6.13.pdf)

The Presbyterian Mission Agency Manual of Operations outlines the operations of the Presbyterian Mission Agency and Board.

(www.presbyterianmission.org/site_media/media/uploads/presbyterian_mission_agency/pdf/directory/pma_manual_of_operations_july_2014_revision_7-15-14_with_hyperlinks.pdf)

Actions of the General Assembly instruct the Mission Agency to take certain steps. The Mission Agency catalogs these actions in the Mission Policy Guide. (www.presbyterianmission.org/apps/mission-policy-guide/)

Churchwide Compensation Guidelines include fourteen principles of compensation, originally approved in 1988, revised and reaffirmed several times since, most recently in 2002.

(www.presbyterianmission.org/site_media/media/uploads/presbyterian_mission_agency/churchwide_compensation_guidelines_3-18-14.pdf)

Churchwide Equal Employment Opportunity and Affirmative Action Plan guides the Mission Agency and the denomination in implementing and coordinating a churchwide plan for equal employment opportunity for members of racial ethnic groups, for women, for various age groups, and for persons with disabilities.

(http://www.pcusa.org/site_media/media/uploads/gamc/pdf/ceeop1985.pdf)

Chapter Three: Recommendations from the Previous Agency Review**<<epigraph>>**

Because of the grace that God gave me, I can say to each one of you: don't think of yourself more highly than you ought to think. Instead, be reasonable since God has measured out a portion of faith to each one of you. We have many parts in one body, but the parts don't all have the same function. In the same way, though there are many of us, we are one body in Christ, and individually we belong to each other.

—Romans 12:3–5

<<end>>

The Presbyterian Mission Agency was last reviewed as a single General Assembly entity in 2008. In 2010, a review of the entire Presbyterian Church (U.S.A.) national structure was conducted, and recommendations were made. Therefore, this chapter of the self-study will examine recommendations from both the 2008 and the 2010 General Assemblies.

The recommendations from prior reviews had six consistent themes:

- Collaboration
- Communication
- Evaluation and Prioritization
- Fiscal matters and organizational excellence
- Funds Development
- Listening

For detailed information on the recommendations and responses, see Appendices 00-00.

Collaboration

Collaboration was a central theme of the reviews, particularly the 2010 review of the six General Assembly agencies. The 2010 review called for closer collaboration between the six agencies as a group, including the addition of the standard of collaboration as one of the central elements in the Agency Review process. The six agencies now engage in numerous collaborative efforts. In addition, the Mission Agency consistently highlights the other agencies in its own annual report and convenes the six agency website planning group, which together produces the denominational website <http://www.pcusa.org>.

- Collaboration with Presbyterian Church (U.S.A.) Foundation (see Appendix 1)
- Collaboration with the Office of the General Assembly (see Appendix 2)
- Collaboration with Mid Councils (see Appendix 3)
- Collaboration with Ecumenical Partners (see Appendix 4)
- Active Ecumenical Participation by the Mission Agency (see Appendix 5)

Communication

Several of the recommendations from the 2008 and 2010 reviews addressed themes of communication.

- Communication: Shaping Identity (see Appendix 6)
- Communication: Increasing Awareness (see Appendix 7)
- Communication: Designing and Implementing Strategy (see Appendix 8)
- Communication: Identifying the Voice of the PCUSA (see Appendix 9)

Evaluation and Prioritization

Several recommendations from prior review committees focused on the need for program evaluation and prioritization. Requests included using prioritization to guide the allocation of resources, and making it the basis of an honest conversation with the denomination about what work was no longer feasible at the national level. In addition, previous review committees called for existing ministries to be enhanced so

that they brought our best thinking to bear on important issues facing the church today, since ministry could no longer continue as it has always done in the face of today's changing needs.

The review committee called for a smaller number of strategic mission directions, so that the church could embrace the scope of the work. The Mission Agency has responded with the six directional goals of the Mission Work Plan, and begun an effort to align all work within one of six areas. Programs are reviewed to determine alignment with our Mission Work Plan (MWP) and the relative certainty of funding.

- Evaluation (see Appendix 10)
- Prioritization (see Appendix 11)
- Evaluation and Prioritization: Some Specific Programs (see Appendix 12)

Fiscal Matters and Organizational Excellence

Recommendations from the previous Agency Review process also touched on a number of financial/operational concerns within the Mission Agency. In this appendix, the Mission Agency will give a brief update on each of these items: improving the financial viability of Stony Point; leasing excess space in the Presbyterian Center (in Louisville); including budget preparation as a responsibility of the Presbyterian Mission Agency Board; reviewing cash reserves policy, determine reasonable amount; implementing or revising compensation policy; exploring alternatives to streamline order fulfillment; and reviewing policy and addressing administrative issues related to Presbyterian Disaster Assistance disbursements.

- Fiscal Matters and Organizational Excellence (see Appendix 13)

Funds Development

In the past, the Mission Agency assumed that Presbyterians would give because they were good Presbyterians. However, at the local level, pastors have seen the ground shift significantly for years. Unrestricted giving is on the decline at national and regional levels; however, designated giving, where members can express their commitments and intentions with their gifts, is on the rise. The Mission Agency has re-fashioned its Mission Funding staff area into a Funds Development Ministry area, built on the theological conviction that fund-raising is, primarily, a form and expression of ministry. The ministry is one of invitation and relationships...inviting participation in the work that God is doing here and around the world and joining individuals as they explore their sense of call to God's mission.

Our funds development efforts have largely been about building relationships, so it has been particularly meaningful to hear the theme of partnership in the response of donors, such as this one: "We feel blessed to be able to partner with the Presbyterian Mission Agency in doing Christ's work in the world." Comments like this one indicate that partnership with the Mission Agency is an important part of the donor's discipleship. In addition, congregations have expressed gratitude in being invited to participate in this way where God has called them. The comments of Susan McLarty, of Westminster Presbyterian Church in Greenville, SC, illustrate this connection:

"Westminster Presbyterian's involvement in international mission allows us to fulfill our calling as disciples of Jesus Christ. The partnership with PC (USA) mission co-workers, is an essential part of our ability to be involved. When we step outside our North American culture we see lives that are changed; from our very own, to other church members and in the communities we seek to serve alongside."

As the landscape of church giving continues to change, this ministry is emerging as one of the more critical aspects of the Mission Agency's work. Without active funds development efforts, many priority ministries will no longer be possible, as increasingly donors respond only to where they are invited to

have impact. Active funds development efforts have been successful in the area of mission personnel and are now being expanded into other areas where funding is most vulnerable.

Several specific topics were raised in the previous review.

- Funds Development (see Appendix 14)

Listening

The 2008 Agency Review effort raised concerns about trust levels in the church. While some distrust of institutional life is to be expected in this day and age when seen as a concentration of power/authority in a connectional church, nonetheless, the Review Committee encouraged renewed efforts by the Mission Agency to listen to the church, and, through that listening, find ways to increase trust levels.

Over the past six years, the Mission Agency has made good progress in this area. A regular discipline of conference calls, focus groups, sharing sessions, and regular check-ins with mid councils has been useful in changing the narrative for missional conversations. For example, as the Mission Agency developed its 2010 budget for the General Assembly, many in the church were calling on the Mission Agency to prioritize its work around a smaller set of issues. The Mission Agency conducted extensive research designed to determine what the priority concerns were for Presbyterians. That data showed that every programmatic interest of the Mission Agency was someone's priority, but none of the programs were a priority for more than thirty-five percent of those surveyed. While there was no clarity on programmatic prioritization, consensus emerged in the focused conversations with mid council leaders regarding the role of the Mission Agency. The input of mid council, agency and seminary leaders, pastors and other leaders in the church was crucial in the development of a sense that the Mission Agency's role was to inspire, equip, and connect Presbyterians. This understanding could then be used to prioritize programs based on how well they aligned with the role of the Mission Agency. These insights were central to the 2013-2016 Mission Work Plan.

Efforts to increase awareness have also been successful. As a result, trust levels are increasing. In 2005 and again in 2011, representative samples of Presbyterians were asked to indicate their agreement/disagreement with this statement: "I am comfortable letting the General Assembly/Mission Agency make decisions about where to allocate the mission dollars they receive." With teaching elders, the results were static; members and elders trust levels showed a marked increase.

In addition, on the subject of listening to the church, the previous review suggested that the Mission Agency incorporate input from Research Services within the leadership structure of the agency. In response, the Presbyterian Mission Agency has moved Research Services from the Executive Director's Office to the office of the Deputy Executive Director for Mission, where it meets regularly with the directors of the mission offices, and on a quarterly basis provides input to the Leadership Team based on what they are hearing as they listen to the church through research.

Chapter Four: Standards for Review: Church Relatedness**<<epigraph>>**

Let's hold on to the confession of our hope without wavering, because the one who made the promises is reliable. And let us consider each other carefully for the purpose of sparking love and good deeds. Don't stop meeting together with other believers, which some people have gotten into the habit of doing. Instead, encourage each other, especially as you see the day drawing near.

—Hebrews 10:23–25

<<end>>

The Agency Review Manual documents three standards for review. The first, Church Relatedness, seeks to ensure that each agency understands that the church created it and that it exists to serve the church's mission in a particular area. The agency is expected to have the expertise necessary to accomplish the work that it is assigned, and to demonstrate a constant awareness of its servant role in the life of the denomination.

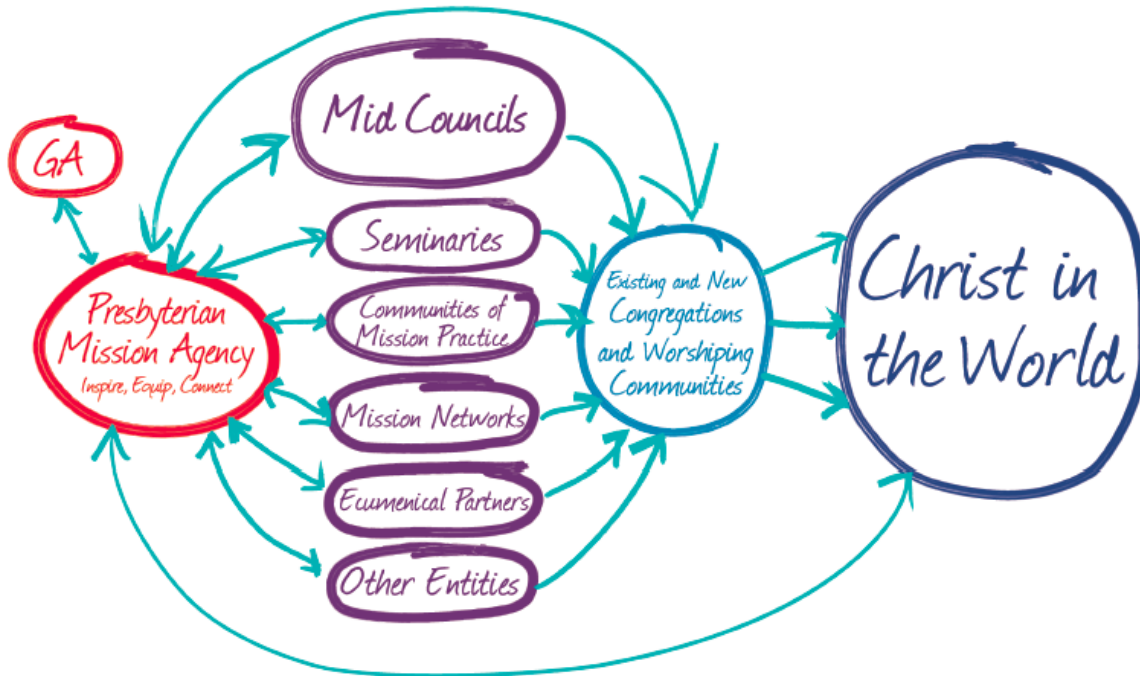
Church Relatedness and Servant Ministry

The standards of review require the Mission Agency to exhibit a constant awareness of its servant role in the life of the PC(USA).

The Presbyterian Mission Agency is very aware of its servant role with respect to the denomination. Over the past 6-8 years, there has been a continued evolution in the Mission Agency, equivalent to the change that has occurred in the Form of Government section of the *Book of Order*, away from regulatory, top-down structures toward a more participatory approach to shared ministry. This evolution can be seen in the name of the agency, which over that period has changed from "General Assembly Council" to "General Assembly Mission Council," to "Presbyterian Mission Agency."

The function of the Mission Agency has also changed during this period, away from doing mission on behalf of the church, to a role of inspiring, equipping, and connecting the church for mission. The new Form of Government introduced the phrase "communities of faith, hope, love and witness" into the Presbyterian vocabulary, and the Mission Agency has embraced it, placing this phrase at the heart of its mission statement:

Our mission is to inspire, equip, and connect the PC(USA) in its many expressions to serve Christ in the *world through new and existing communities of faith, hope, love, and witness* (emphasis added).



Whom do we serve? The needs of the church and the world are enormous. We can't do everything. We know, and we heard loud and clear, that we need to focus on what the church needs most that the Presbyterian Mission Agency can do uniquely and best.

The Presbyterian Mission Agency is comprised of gifted, humble, and dedicated staff and elected members. We believe and live out our calling to servant ministry in the name and for the sake of Jesus Christ in the world.

We serve Jesus Christ in the context of the world's deepest joys and hurts. We serve Jesus Christ in the world through our relationships with existing and new congregations and worshiping communities. We serve Jesus Christ in the world through communities and through mid councils, mission networks, ecumenical partners, and other entities. We serve Jesus Christ in the world at the pleasure of the General Assembly, our denomination's governing council comprised of representatives—teaching elders and ruling elders—from every presbytery across the church.

Church Relatedness and Mandate for our Work

The Church Relatedness standard for review seeks to ensure that the work of the agency is faithful to the mission and accountability procedures set forth in governing documents. (For a list of documents that guide the mission agency's work, see chapter 2, The Presbyterian Mission Agency: Documents and Guidance, p. 00.)

The General Assembly's manual has two parts: the Standing Rules of the General Assembly (which outline the functioning of the biennial General Assembly meeting) and the Organization for Mission. The Organization for Mission is the latest version of a document created thirty years ago at reunion, which outlines the overall structure of General Assembly mission.

With the new Form of Government (2010), the Organization for Mission is now the primary listing of the responsibilities of the Presbyterian Mission Agency. The Organization for Mission bears the marks of thirty years of revisions, which further indicate the evolution of changes that have occurred in that span. (For a comparison between the 1986 original language and the current language, see Appendix 15: The Organization for Mission.)

According to the Organization for Mission, the current mandate for the work of the Mission Agency includes the following list of responsibilities. Our response follows each responsibility:

a. To cultivate and promote the spiritual welfare of the whole church.

The Mission Agency is attentive to the spiritual health of the denomination and seeks to inspire, equip, and connect its members through a variety of resources, events, and overall leadership.

b. To provide resources to support equal employment opportunity and affirmative action for members of racial ethnic groups, for women, for various age groups, for persons regardless of marital condition (married, single, widowed, or divorced) and for persons with disabilities.

The Mission Agency serves as a resource for employing agencies in the denomination in the area of Equal Employment Opportunity. The Diversity in Leadership Network, promoted and managed by the Mission Agency, serves as a resource for all six agencies (www.presbyterianmission.org/ministries/diversity/). The network serves an intentional effort to recruit diverse candidates for leadership positions across the church. Resources are also available on the website for retaining diverse employees.

c. To develop and propose for General Assembly approval the mission directions, goals, objectives, and priorities of the Presbyterian Mission Agency; doing so by taking into account the mission work being done by sessions, presbyteries, and synods, and to propose for General Assembly approval an accompanying budget that will implement the mission work plan of the Presbyterian Mission Agency.

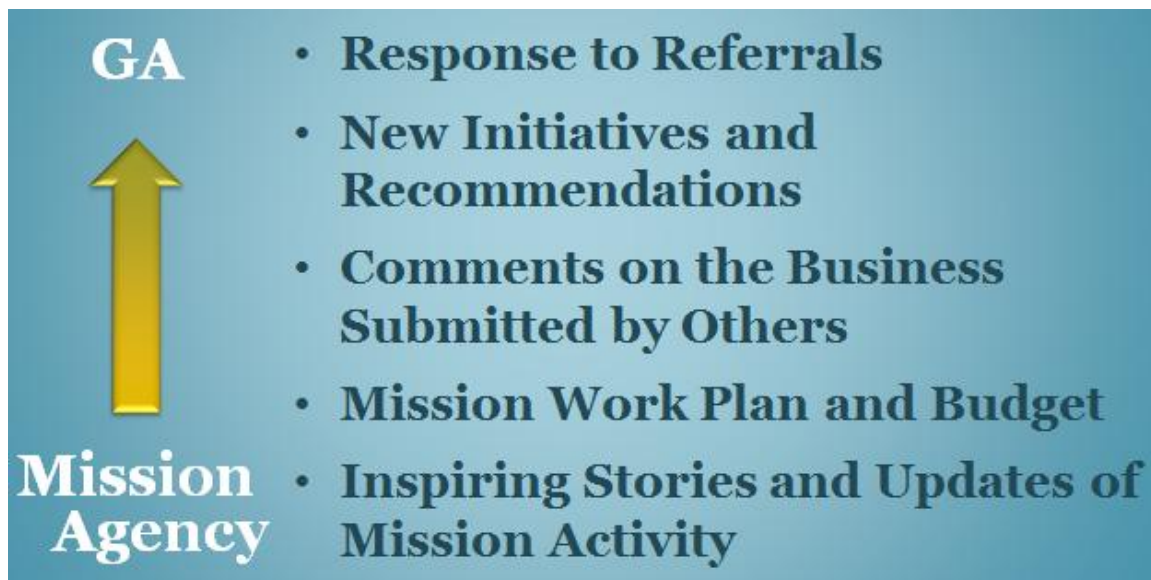
The Mission Agency achieves this directive through the Mission Work Plan, which is developed for review and approval by the Mission Agency Board, and then forwarded to the General Assembly for similar consideration. The Mission Work Plan takes into account work that is properly the responsibility of sessions and mid councils and does not duplicate this effort. The document is submitted with a corresponding budget to implement the Mission Work Plan.

d. To act in those specific matters assigned to the Presbyterian Mission Agency by the General Assembly or this Constitution, acting always according to previously enacted General Assembly policies between meetings of the General Assembly, reporting fully to each subsequent General Assembly its actions.

These responsibilities are fulfilled through the process of referrals from General Assembly, and the Mission Agency's response to referrals. Each referral is the result of a GA action. Each referral receives a specific response from the Mission Agency at the next assembly. The Mission Agency is clear that it does not establish policy, rather it implements policy established by the General Assembly.

With respect to the General Assembly, there is a regular cycle of accountability with the Mission Agency.

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e. To perform such additional responsibilities and duties as may be assigned by the General Assembly.
 In many ways, this responsibility is wrapped up in item d (above). If General Assembly assigns it, then the Mission Agency is authorized and responsible to complete the task.

Quality of Work

The Organization for Mission also defines a “quality of work” style for the Mission Agency:

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The primary purpose of the Presbyterian Mission Agency is to lead and coordinate the total mission program. It will cultivate a style of work that emphasizes: coordination among ministries; flexible deployment of resources to match changing needs; allocation of funding to reflect stated goals; attention

to the needs and gifts of congregations; effective relationships with all mid councils; and holding the vision described without reverting to old patterns.

<<end>>

These quality of work values undergird all of the work done by the Mission Agency, and they are reflected in specific ways:

Coordination among ministries

Increasingly the Mission Agency is creating cross-functional work teams to implement its ministries holistically, for example:

- Young Adult Implementation Team—two staff are in the office of the Deputy Executive Director for Mission. Other team participants are from various ministry areas. Together, they coordinate the Mission Agency's efforts with respect to the Young Adults directional goal;
- Racial Ethnic and Women's Ministries and Evangelism & Church Growth are finding new avenues of collaborative partnership, since half of our 1001 worshipping communities are predominantly racial ethnic (where Racial Ethnic and Women's Ministries has expertise);
- Congregational Ministries Publishing, a program within Theology Worship and Education, has recently published an e-book on new worshipping communities, building synergy across our programmatic lines. As a service to the church and the growing movement to start 1001 worshipping communities, this e-book is available at no cost at the iTunes store (Search "1001 Worshipping Communities" or "Roger Dermody").

Flexible deployment of resources to meet changing needs

The Mission Agency has approximately 320 employees, 82% (276) of whom work in Louisville and 18% (62) of whom are in offices elsewhere (United Nations, Office of Public Witness in Washington DC, Jarvie Commonweal in New York City) or are deployed staff. In addition, approximately 165 full time mission workers serve in 50 countries, and approximately 92 employees work in the conference centers Stony Point, New York and Ghost Ranch, New Mexico. Increasingly, staff members are deployed in the field where they can be closer to the constituencies they serve.

Allocation of funding to reflect stated goals

Restricted funds are used in accordance with the stated intent of the donor. If there is flexibility in the restriction, then areas that align with the Mission Work Plan goals are given preference. Unrestricted funds are allocated based on a prioritization of work that aligns with the Mission Work Plan.

Considerable care and attention are given by agency lawyers, finance and ministry personnel to assure compliance with restrictions on thousands of funds.

Attention to the needs and gifts of congregations

The needs and gifts of congregations are at the heart of the work of the Mission Agency's Mission Work Plan. Contributing to the health and vitality of congregations is an important lens through which we view our work. Each ministry seeks to inspire, equip and connect congregations to serve Christ in the world.

Effective relationships with all mid councils

The Mission Agency has regular interaction and relationship with mid councils (see Collaboration with Mid Councils [Appendix 3]).

Holding the vision described without reverting to old patterns

It is not the primary role of the Mission Agency to engage mission on behalf of Presbyterians, but rather to engage them in mission. Many remember older times when the Mission Agency had other purposes, but the challenge now is to hold to the new vision that has been described, without reverting to the old

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patterns. There are, however, some instances in which the Mission Agency plays a representative role for the Presbyterian Church (U.S.A.)—for example at the United Nations, or in some public witness activities in Washington, D.C., but generally this representational role belongs to the Stated Clerk.

Presbyterian Mission Agency Board

A Board, elected by the General Assembly, guides the Mission Agency. The Organization for Mission describes the organization of the board (see Appendix 16: The Organization of the Presbyterian Mission Board).

The Board currently does its work through five primary committees, each of which reports its recommendations to the full Board for approval: Justice, Leadership, Worshiping Communities, Finance and Audit. There are also an Executive Committee and a few subcommittees.

The Board ensures advocacy functions for women and racial ethnic persons, and advisory functions for social witness policy by providing Mission Agency staff persons, from unrestricted funds in the mission budget, to support the work of the Advocacy Committee for Women's Concerns, the Advocacy Committee on Racial Ethnic Concerns and the Advisory Committee on Social Witness Policy. The work of each twelve-member committee is funded by the per capita budget.

Similarly, the Board provides a committee on theological education, which includes representatives of each Presbyterian theological institution. The Mission Agency funds the work of this twenty-three-member committee and its associated staff support from unrestricted funds in the mission budget.

Each of these committees has access to submit reports and recommendations to the Mission Agency Board and the General Assembly, as well as having a representative with corresponding member status at the Board and the General Assembly.

Governance responsibilities have been an increased focus for the board's work. In 2006, a focus on governance led to a comprehensive restructuring of the Mission Agency and Board. The Executive Committee of the Board has studied Chait, Ryan, and Taylor's work *Governance as Leadership* in several iterations. A second look at governance in 2012 led the board to continue to re-shape its structure to focus more simply on Justice, Leadership, Worshiping Communities, and Finance. In addition, board member expectations were developed, and the Board created a Nominating and Governance Subcommittee to guide its own process of internal self-evaluation and preparation for Board responsibilities. At its September 2014 meeting, an entire day will be devoted to matters of governance.

The Committees of the Board and the Church Corporation function in a manner consistent with the description set forth in Organization for Mission (V. F. 1.). (The Church Corporation is the PC(USA)'s legal entity which interacts with secular law.)

The Organization for Mission lists five areas of responsibility for the Mission Agency Board (see Appendix 17: Areas of Responsibility of the Presbyterian Mission Board).

Several remarks on the board's fulfillment of its responsibilities bear mention:

Policy Responsibility

The Board itself does not create policy, though it may recommend policy to the General Assembly. The Agency is responsible for implementing any policies adopted by the General Assembly. The Board establishes procedures for the operation of the Presbyterian Mission Agency consistent with GA policies.

Planning and Priority Setting

The Mission Work Plan (described in chapter 2; see The Presbyterian Mission Agency: A Vision for Service) and Program Evaluation (described in chapter 3; see Evaluation and Prioritization) processes achieve these purposes.

General Assembly Budgets

These budgets are created and submitted for approval as described.

Personnel Responsibilities

a. Approval of personnel procedures.

Personnel policies are established under the oversight of the Board. The Employee Handbook is available to all employees on CenterNet (employee intranet) [set footnote 1: 1. In preparing this self-study, the Mission Agency realized that the Manual of Operations and the Organization for Mission need to be brought into conformity with more recent Board actions and current procedures. Those changes will be implemented.]

b. Approval, annually, of a staff rationale that determines staff commitments for the year. Any staff deployed regionally must be approved as part of the annual staff rationale.

Current comprehensive staff rationale for the Presbyterian Mission Agency is a part of the budgeting process and maintained by the Human Resources Office. [set footnote 2: 2. In preparing this self-study, the Mission Agency realized that the Manual of Operations and the Organization for Mission need to be brought into conformity with more recent Board actions and current procedures. Those changes will be implemented.]

c. Election of the Executive Director subject to confirmation by the General Assembly.

The process for electing an Executive Director is described in the Manual of Operations within the parameters set forth in the Organization for Mission. (This section has not been used since 2006.)

d. Annual performance reviews of the Executive Director as specified in the Presbyterian Mission Agency Manual of Operations (Appendix 10), and in concurrence with the Presbyterian Mission Agency personnel policies.

The Executive Director review process is described in Appendix 8 of the Manual of Operations. This process is followed by the Board, and is currently being reviewed for improvements.

e. Approval and monitoring of the "Churchwide Plan for Equal Employment Opportunity and Affirmative Action."

The Churchwide Plan for Equal Employment Opportunity and Affirmative Action is one of the oldest policies within the current Presbyterian Church (U.S.A.), dating to the mid-1980s.

In 2012, the Presbyterian Mission Agency sought to update the policy in order to align with current employment law, current understanding of General Assembly function and structure, and the current *Book of Order*, without losing any of the historic commitments of the Presbyterian Church (U.S.A.). The proposal marked the first revision to the policy since 1994. Following the requirements of the Organization for Mission, the Mission Agency consulted with the General Assembly Committee on Representation regarding changes. The 221st General Assembly (2014) referred the proposal back to the Mission Agency for consultation with the Advocacy Committee for Racial Ethnic Concerns (ACREC) and the Advocacy Committee for Women's Concerns (ACWC), after ACREC raised concerns that it has not been consulted prior to the proposal being submitted in February 2014. Following consultation with both bodies, the document may be resubmitted to the 2016 General Assembly.

The Mission Agency, therefore is taking an active role in fulfilling its responsibility with respect to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action. However, a layering of

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responsibilities is not conducive to productivity. The EEO/AA plan is not a unique case, but it does provide a firm example of the overlapping review/consultation cycles that prevent efficient work, and result in much more attention to process than progress. In addition to the Board's Personnel Subcommittee, the Board itself, civil authorities (laws, rules and regulations), human resources best practices, and (every six years) the Agency Review Committee, four committees (the Advocacy Committee on Racial Ethnic Concerns, the Advocacy Committee for Women's Concerns, the Advisory Committee on Social Witness Policy, and the General Assembly Committee on Representation) are often engaged in monitoring the work of the Mission Agency and sending feedback. At all times, the Mission Agency seeks to be responsive to these concerns, but the overlapping responsibilities can result in repetitive efforts, and misunderstandings regarding who must be consulted, and who may be consulted before action can be taken.

The Standards for Agency Review indicate that agency compliance with appropriate external regulatory and accrediting agencies is within the scope of the Agency Review process. The Agency Review process includes ensuring that each agency consults and reviews with the General Assembly Committee on Representation regarding principles of participation and representation in the employment of personnel, and conformity with 'A Churchwide Plan for Equal Employment Opportunity and Affirmative Action' or subsequent guidelines.

Recent General Assemblies have added layers of consultation and review to this process, with overlapping responsibilities between the GA Committee on Representation, the Advocacy Committee for Women's Concerns and the Advocacy Committee on Racial Ethnic Concerns. At present, it isn't always clear to whom the Mission Agency is accountable and for what responsibilities.

f. Approval of compensation guidelines within which salaries are administered.

A new compensation policy was approved by the Presbyterian Mission Agency Board in September 2012, and took effect on January 1, 2013. Deliberate effort was taken to ensure that the Fourteen Principles of Compensation (2001) were followed.

g. Members of the Presbyterian Mission Agency Board are not eligible for election or selection as staff during the period of their term of service.

The Mission Agency observes the careful limitations of conflict of interest that would prevent a Board member from serving as staff during their term, consistent with the PC(USA) Ethics Policy, which states:



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No PMA BOARD elected member shall be eligible to become an employee of PMA or otherwise render compensable services to the PMA for the duration of their term. For purposes of this paragraph, resignation does not result in the premature end of term. For example, an elected person who resigns with one year left in his/her term continues to be prohibited from becoming an employee until the expiration of that remaining year This prohibition does not apply to a member serving as an ex officio member of the PMA BOARD Exceptions, however, may be made under the following two circumstances if the PMA BOARD Executive Committee . . . votes by 2/3 to allow the exception:

- a. To facilitate development of specified projects through limited contracts of less than 18 months in duration. The elected member may be compensated under the contract.
- b. To fill an officer or employee position on an interim or acting basis for two years or less. The elected member may be compensated for such service. The elected member must resign his/her elected position.

Church Relatedness and Mission Agency Expertise

The standards of review require that the Mission Agency demonstrate that it has the expertise necessary to accomplish the work it has been assigned. The following brief bios demonstrate the competencies of the Mission Agency senior staff.

	<p>Linda Bryant Valentine, an ordained ruling elder, lawyer, and former corporate and non-profit executive, is serving a third four-year term as executive director of the Presbyterian Mission Agency. Previously, Valentine served as director and fund manager and general counsel at Opportunity International, a Christian nonprofit micro-finance organization in Oak Brook, Illinois. She served briefly as interim staff coordinator at Fourth Presbyterian Church, Chicago, IL where she was a member, ruling elder, trustee, and deacon. Valentine worked at Motorola from 1984-2002 in various capacities, including general counsel for the corporation's communications businesses, and senior vice president. She was one of the two most senior female executives in a corporation of 150,000 employees. Valentine holds degrees from the University of Michigan in economics and political science, and from the Georgetown University Law Center. Valentine has also studied business in the MBA program of the University of Southern California. She has served as a board member and leader in numerous church, youth, and civic organizations and currently serves as treasurer on the board of Actors Theatre in Louisville. She is a member and ruling elder at Highland Presbyterian Church in Louisville.</p>
<p>Linda Valentine Executive Director</p>	<p>Roger Dermody served as a pastor for thirteen years, including nine years as Executive Pastor of Bel Air Presbyterian Church, a thriving 3,000-member congregation in Los Angeles, CA, where he managed and oversaw the senior leadership and the day-to-day ministry of a staff of 67 employees and an annual budget of \$9.8 million. Dermody also led the successful launch of two satellite church campuses in Los Angeles.</p> <p>In June of 2010, Dermody accepted a call to serve the Presbyterian Mission Agency as the Deputy Executive Director for Mission, overseeing the Mission Agency's five major mission and ministry areas.</p> <p>Additionally, Dermody has served as the Dean of Forest Home's Annual College Briefing Conference, an "on-call" chaplain at UCLA Medical Center, a design Architect for the Christian Environmental Association, an Advisory Board member of Pathlight International, and as President of Lasting Impressions Wilderness Training Camp in Zimbabwe. Dermody has completed a Doctoral degree from Fuller on the topic of leading institutional transformation.</p>
	
<p>Roger Dermody Deputy Executive Director for Mission</p>	



Earline Williams
Deputy Executive
Director for Shared
Services and Chief
Financial Officer

Earline Williams joined the Presbyterian Mission Agency July 2013 where she is chief financial officer responsible for finance and accounting, information technology, distribution and Hubbard Press, mail print center, and the Presbyterian Center building. She is an ordained ruling elder and certified public accountant with more than 30 years of consulting, private industry, and quasi-government experience.

William's professional experience includes consulting positions to strengthen organizations funded by the United States (U.S.) Department of Housing and Urban Development, and U.S. Department of Commerce. She has served as a manager in five industries including oil/gas, defense, public housing, venture capital, and health and human services. William's past employers include The Griffon Group, LLC, Quadel Consulting, BearingPoint Consulting, Sun Oil Company, Lockheed Martin Corporation, Philadelphia Housing Authority, and Ben Franklin Technology Partners-SEP. Her focus has been in leadership development and management, internal audits, financial planning and reporting, business, and organizational improvement and redesign, systems analysis, logistics, operations, and project management. Earline also received Six Sigma Green Belt training, a program to help business leaders build a foundation of critical skills and strategies that improve bottom line results.

William's past service in the denomination includes a Permanent Judicial Commission, Committee on Mission and Oversight, three Administrative Commissions, Presby's Inspired Life board, President of the Board of Directors of the Philadelphia Presbytery Head Start Program, and at the national level of the PC(USA), she served as a ruling elder commissioner to the 215th General Assembly (2003).






Terri Bate
Senior Director for
Funds Development
Ministry

Terri Bate serves as the Senior Director of the Funds Development Ministry of the Presbyterian Mission Agency. Previously, Bate served at Outward Bound, as national director for individual giving, as well as Habitat for Humanity International, as senior director for major gifts. This followed ten years' service as executive director for Habitat for Humanity of Greater Canton.

Bate leads the funds development efforts of the Presbyterian Mission Agency, with supervision of a team of thirty-four who work in areas such as Major Gifts and Church Support, Special Offerings and Appeals, and Relationships and Development Operations.

Bate holds a Bachelor of Arts degree in management from Malone University. She also has received certification from the Center on Philanthropy at the Indiana University Fund Raising School, completing the Principles and Techniques for Fundraising course. Terri is a ruling elder at Christ Presbyterian Church in Canton, Ohio.

	<p>Kathy Francis joined the Presbyterian Mission Agency in January 2014 as senior director of communication. She came to PC(USA) from Doe-Anderson, where she served as vice president/account supervisor in the public relations division, counseling clients in strategic planning, crisis communications and media relations, along with other communications needs. Her clients included Cincinnati Children's Hospital, Kynect, Kentucky's new Health Benefit Exchange, Kentucky, and Indiana bridge projects, St. Xavier High School, Wayside Christian Mission, and The Healing Place, among others.</p> <p>Francis transitioned into public relations following 20-plus years in journalism. She worked as a producer for WLKY and WHAS-TV in Louisville, and as a writer/producer for CNN in Atlanta. In 1990, she helped launch a start-up news operation at WDRB-TV in Louisville, where she was later named director of the news division.</p> <p>With a strong commitment to community service, Francis serves on the board of directors for Hand in Hand Ministries, and has taken part in numerous immersion trips to Appalachia, Belize and Nicaragua with the nonprofit. She also serves on boards for the local chapter of the Society of Professional Journalists and for Assumption High School.</p> <p>Francis is a native of Louisville and a graduate of the University of Louisville. She is married and has two children.</p>
	<p>Barry Creech has served on the staff of the Presbyterian Mission Agency for twenty-five years. For most of those years, he worked in the communications office leading various functions, including at one time or another: the churchwide information service (PresbyTel), online communities through PresbyNet (before the advent of the public internet), the denominational website, public relations, crisis communication, and the General Assembly communication center. Creech also provided primary communications support for the Executive Director's Office.</p> <p>In 2013, Creech joined the staff of the Executive Director's Office in a new position focused on policy, administration, and board support. In this role, Creech advises staff as they prepare business items for the Mission Agency Board and the General Assembly. He also serves as an advisor to Board members as they fulfill their fiduciary, strategic, and generative roles of governance.</p> <p>Creech has degrees from the University of Louisville and Southern Baptist Theological Seminary, including doctoral program studies in the areas of Old Testament history, archaeology, and language.</p>
<p>Barry Creech Director for Policy, Administration and Board Support</p>	<p>Chip Hardwick has served as the Director of Theology, Worship, and Education for the Presbyterian Mission Agency since January, 2012. This vital denominational mission area seeks to support congregations and leaders in three areas: theology and worship, congregational ministries publishing, and theological education.</p> <p>An ordained PC(USA) pastor, Hardwick most recently served as Pastor/Head of Staff of Second Presbyterian Church in Bloomington, IL, a congregation of 1700 members. He has also served a new church development outside of Princeton, NJ; the North Avenue Presbyterian Church in downtown Atlanta, GA; as well as</p>

 <p>Charles "Chip" Hardwick Director of Theology, Worship and Education</p>	<p>congregations in New York City, London, England, and Madrid, Spain.</p> <p>Hardwick's education includes a B.A. from Alma College (Spanish), an M.B.A. from the Kellogg School at Northwestern University, a Th.M. from the Candler School at Emory University, and a M.Div. and Ph.D. (homiletics) from Princeton Theological Seminary. Before seminary, he worked as a strategy consultant for Bain and Company in Dallas and Madrid, and as an accountant for Dow Corning Corporation in Kentucky and Michigan.</p>
 <p>Hunter Farrell Director of World Mission</p>	<p>Hunter Farrell has served as the Director of World Mission since August 2007. He began work with the Church's international mission in 1981 as a Volunteer in Mission in Zaire (now the Democratic Republic of Congo) and has served as a mission co-worker in Zaire and Peru for 15 years and an Area Coordinator for Africa for 7 years.</p> <p>Farrell earned the Master of Divinity in Cross-Cultural Studies at Fuller Theological Seminary, the Diplome d'etudes approfondies from the Ecole Pratique des Hautes Etudes (Paris), and the Ph.D. in Cultural Anthropology from the Pontificia Universidad Catolica del Peru (Lima, Peru).</p>
 <p>Eric Hoey Director of Evangelism & Church Growth</p>	<p>Before coming to work for the Presbyterian Mission Agency, Eric Hoey had been a pastor of two churches in Southern California. At his first church, South Bay Presbyterian Church, Hoey was the first installed pastor of the new church development. He led the church in its infancy to charting as a Presbyterian church where the church was awarded the prestigious Walton Award for new church excellence. After ten years, Hoey was called to the church that had planted his former church and installed as the co-pastor of a 400-member church, Alhambra True Light Presbyterian Church.</p> <p>In April of 2007, Hoey was called to serve as the Director for Evangelism and Church Growth of the Presbyterian Mission Agency. He oversees essential ministries of the Presbyterian Mission Agency such as 1001 New Worshiping Communities, New Beginnings, Engage Evangelism, UKirk, Presbyterian Youth Triennium and Mission Program Grants.</p> <p>In Southern California, Hoey had served on all mid-council levels of the church including General Assembly as a commissioner and committee assistant, Synod commissioner, and Presbytery committee moderator and various task forces and search committees.</p> <p>Education: Hoey received his Master of Divinity degree from the Talbot School of Theology, Biola University, and Bachelor of Science degree in Liberal Studies from California State Polytechnic University, Pomona.</p>

	<p>Rhashell D. Hunter is the Director of Racial Ethnic and Women's Ministries/PW in the Presbyterian Mission Agency. Before joining the Presbyterian Mission Agency, she served as Pastor of Community Presbyterian Church in Flint, Michigan, from 1998 to 2007, and she was Associate Pastor for Worship, Music, and the Arts at Fourth Presbyterian Church of Chicago, from 1993 to 1998. She is past Moderator of the Synod of the Covenant.</p> <p>Hunter was awarded the Doctor of Ministry in Preaching degree and the Master of Divinity degree from McCormick Theological Seminary, the Master of Fine Arts degree from Trinity University, the Bachelor of Arts degree, and a Texas Teachers' Certificate in Drama and Journalism from the University of Houston. She has also served as an Adjunct Professor of Preaching at McCormick Theological Seminary, Western Theological Seminary and in the Association of Chicago Theological Schools Doctor of Ministry in Preaching Program. She is a second career clergy person, having had a career in the performing arts in New York, Dallas, and Houston.</p> <p>Hunter is a contributor to Preaching God's Transforming Justice, a Lectionary Commentary for Church Years A, B & C, published by Westminster John Knox Press in 2011, 2012 and 2013. She is also the writer of the PC(U.S.A.)'s Celebrate the Gifts of Women resource for 2011. Her paper, "Gathering Everyone at the Center," was presented at the Academy of Homiletics, and her article, "Preaching as Testimony: African American Womanist Preaching," was published in The African American Pulpit journal.</p>
	<p>Sara Pottschmidt Lisherness is the Director of Compassion, Peace, and Justice Ministry for the Presbyterian Mission Agency since 2007.</p> <p>Lisherness has been involved in the peacemaking ministries of the Presbyterian Church since the mid-1980s, serving as the Peacemaking Enabler for the Presbytery of San Fernando from 1989 to 1991. She began her work with the General Assembly Council of the Presbyterian Church (U.S.A.) in 1992, working as the Associate for Middle Governing Body Support for the Presbyterian Peacemaking Program. In 1999, she became the coordinator for the Presbyterian Peacemaking Program and served in that role until 2007.</p> <p>Lisherness has written articles for several magazines and journals, including Presbyterians Today, Horizons, Church & Society, and Ideas! and has served as content editor of two issues of Church & Society. She co-edited Striking Terror No More - The Church Responds to Domestic Violence. Additionally, Lisherness has written and edited peacemaking curriculum for children, youth, and adults.</p> <p>Lisherness has been a keynote speaker at national and international conferences and has led workshops and seminars around the country on a variety of peacemaking issues, with particular focus on helping congregations address conflict and peace building.</p> <p>Lisherness graduated from Miami University, Oxford, Ohio and attended San Francisco Theological Seminary in Southern California.</p>

Rhashell D. Hunter
Director of Racial
Ethnic and Women's
Ministries

Sara Pottschmidt
Lisherness
Director of
Compassion, Peace
and Justice Ministry



Martha E. Clark
Director of
Legal/Risk
Management
Services Office and
General Counsel

Martha Clark has served on the Legal Services staff since 1996 and as the Director and General Counsel since March 2008. Clark earned a Juris Doctorate from the University Of Louisville School Of Law, a Masters of Arts in Teaching Business from the University of Louisville, and a Bachelors of Science from Western Kentucky University.

As an in-house attorney with Humana Inc. from 1985 to 1996, Clark practiced in a variety of areas including intellectual property, contracts, antitrust, corporate, health care regulatory, and securities. Upon joining the staff of the General Assembly Council (now the Presbyterian Mission Agency) as Associate General Counsel in 1996, she made immediate contributions in the areas of securities, contracts and intellectual property, and was instrumental in building the legal and compliance framework of the Presbyterian Church (U.S.A.) Investment and Loan Program, Inc., which was a new corporation at that time. Clark's responsibilities as Associate General Counsel also included employment law and litigation management.

In March 2008, after a national search, Clark was selected as Director of Legal/Risk Management Services and General Counsel. In this role, she combines her faith with the law to make decisions and offer advice within the church context. As Director, Clark manages an office of both legal and insurance staff. She serves as General Counsel to not only the Presbyterian Mission Agency and its Board, but also Presbyterian Church (U.S.A.), A Corporation, the Committee on the Office of the General Assembly and the Office of the General Assembly, the General Assembly, Presbyterian Church (U.S.A.) Investment and Loan Program, Inc. and Presbyterian Women in the Presbyterian Church (U.S.A.), Inc. and acts as a resource to churches and mid-councils.




Lisa S. Robbins
Director of Human
Resources

As Director of Human Resources (HR) with the Presbyterian Mission Agency Lisa Robbins oversees all HR functions including recruitment, organizational design, compensation, training and development, performance management, cultural proficiency for the Presbyterian Mission Agency staff, policies and procedures.

Prior to joining the Mission Agency five years ago, Robbins served as a Human Resources professional and leader for eighteen years with three Fortune 150 and one not for profit organization. In addition, she has developed and taught a variety of Human Resources undergraduate programs for eight years. Three years ago, Lisa along with two colleagues from other faith based organizations, founded the Ministry Resource Network to provide resources, best practices and support for ministry leaders who serve, guide and/or lead in the areas of human resources, organizational and leadership development. In addition to her role as Director of Human Resources with the Mission Agency, Robbins also provides HR support to the Presbyterian Investment and Loan Program and the Office of the General Assembly and frequently partners with her colleagues at the Presbyterian Foundation, Presbyterian Publishing and Board of Pensions on project or programs that cross all agencies.

Additionally, Robbins serves on the Board of the Presbyterian Homes of Kentucky, served on the board that developed the widely praised Kentucky's online healthcare system (Kynect) and volunteers for several professional and

	civic organizations. Robbins has a Masters degree in Management, Bachelor's in Business Administration and regularly participates in professional development opportunities.
 Dorothy J. Smith Director of Finance & Accounting/Treasurer	<p>Before joining the Presbyterian Mission Agency, Dottie Smith worked in public accounting for eleven years including employment with several regional firms and the international firm of Ernst & Young. Smith also worked in the manufacturing industry as controller of Guardian Filter Corporation. During Smith's career, she gained experience and knowledge in performing internal and external financial audits, the preparation of corporate and individual tax returns, and the preparation of numerous types of financial reports.</p> <p>In 1994, Smith accepted a position with the Presbyterian Mission Agency as the Director of Internal Audit. Smith was promoted to her current position as Director of Finance and Accounting/Treasurer in 2006. As Director of Finance and Accounting/Treasurer, Smith is responsible for the work in seven different areas of Finance and Accounting, including accounts payable, general ledger/accounts receivable, purchasing, payroll, central receiving services and banking/treasury services.</p> <p>Smith graduated from Eastern Michigan University in 1983 with a Bachelor's degree in Accounting, and in 1985, she gained the distinction of Certified Public Accountant.</p>
 Denise Hampton Controller	<p>Denise Hampton has served as the Controller for the Presbyterian Mission Agency since 2005. As Controller, Hampton manages the accounting and reporting for financial statements, provides financial forecasts and projections, and is responsible for the annual organization budget process and ongoing monitoring of progress and changes for the Mission Agency's budget. Hampton also designed and implemented the cost allocation system to accurately determine the true cost of ministry programs.</p> <p>Before joining the Presbyterian Mission Agency in 1993 as the Manager for Financial Reporting, Hampton worked as the staff accountant for Mather and Company, CPAs, LLC in Louisville. In 1999, she was promoted to the position of Associate Controller.</p> <p>Hampton received her Bachelor of Science in Business Administration, Accounting from the University of Louisville. She is a Certified Public Accountant and Chartered Global Management Accountant. Hampton is also a member of American Institute of Certified Public Accountants, Kentucky Society of CPAs, and Inspired Leadership Learning Circle - Center of Non-Profit Excellence. She is also a guest lecturer on Not-for-Profit Accounting at Bellarmine University and serves on the finance committee of the Big Brothers Big Sisters of Kentuckiana.</p>

Church Relatedness and Leadership in Key Areas

The Standards of Review indicate that the Mission Agency should demonstrate leadership in guiding the church in its engagement with the work and resources in which the agency acts as the church's expert.

From the perspective of the General Assembly, this leadership is most clear in the initiatives that the Mission Agency Board has taken to the assembly in recent years.

1001 New Worshiping Communities

In 2008, the Mission Agency brought forth an initiative “Growing Christ’s Church Deep and Wide,” which was designed to re-new the church’s focus on growth in the midst of what had been a forty-year period of decline. The Mission Agency encouraged an emphasis on mission: growth in evangelism, discipleship, servant ministry, and diversity. Congregations, presbyteries, and assembly agencies responded with a variety of programs designed to cast a vision for growth in these areas.

In 2010, the Mission Agency recommended, and the assembly approved, extending this emphasis for two years.

In 2012, the Mission Agency, sensing that the Holy Spirit had begun a new movement, ignited a churchwide movement to create 1,001 new worshiping communities within ten years. At the General Assembly in 2014, an initial progress report revealed that after two years of work, and years of prayer, 250 new worshiping communities had been identified in more than 100 presbyteries. Half are predominantly racial ethnic communities and a quarter are composed largely of young adults. This movement has ignited hope and excitement throughout the Presbyterian Church.

Living Missionally

An effort to remind the church that it is gathered to worship and sent to serve. Within an increased focus on gathering, it is equally important to lift up the calling to serve as Christ’s sent disciples. The Mission Agency offers congregations and individuals many opportunities to inspire, equip, and connect Presbyterians in missional service.

Educate a Child, Transform the World

The Presbyterian Church (U.S.A.) has a proud legacy of support for education as central to mission. Education is central to the Presbyterian DNA. Anti-poverty experts insist that the ability to fight poverty is dependent upon education. The Mission Agency believes that this area is another movement that can be ignited with great potential for collective impact.

Church Relatedness and Printed Materials

The final component lifted up in the Standards of Review for church relatedness calls for the Mission Agency to clearly identify that it is part of the Presbyterian Church (U.S.A.) in printed materials. It is much clearer than ever before that the Presbyterian Mission Agency is the mission agency of the Presbyterian Church (U.S.A.). Great strides have been made in this area. At the last review, the Presbyterian Mission Agency was known as the General Assembly Council, a name that gave no indication of any church affiliation. Since that time, the name change itself has drawn attention to the Presbyterian nature of the agency’s work. In addition, the primary graphical treatment of the Mission Agency logo includes the PC(USA) seal as an element, and all staff email addresses are in the form of firstname.lastname@pcusa.org.

Chapter Five: Policies and Program Effectiveness

<<epigraph>>

Much will be demanded from everyone who has been given much, and from the one who has been entrusted with much, even more will be asked.

—Luke 12:48, CEB

<<end>>

The second standard of review focuses on policies and program effectiveness. See Appendix 18: Policies and Program Effectiveness for dimensions of this standard of review.

The Presbyterian Agency takes seriously its stewardship responsibilities. The assets of the Mission Agency are not commodities to be held, but rather gifts from God through saints of the church (living and dead) for the ministry of Christ's church. Competent policies help to insure the faithful management of the church's assets.

The Mission Agency manages assets for the good of the whole Presbyterian Church (U.S.A.). The Mission Agency Board also serves as the Board of Directors for Presbyterian Church (U.S.A.) A Corporation, which brings corporate responsibility for the Office of the General Assembly as well as the Mission Agency.

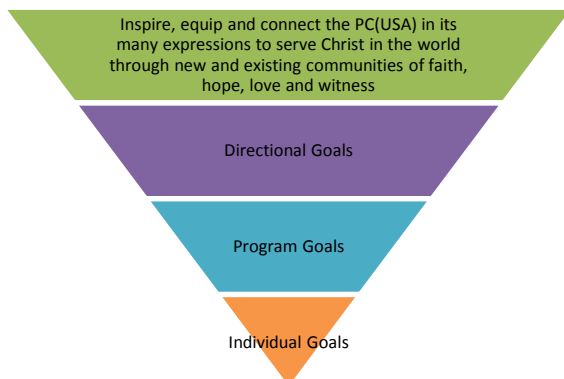
An annual audit is conducted by outside auditors and then reviewed in detail with the Audit Committee and senior staff. Results are reported to the board each year and are posted on the Mission Agency website (www.presbyterianmission.org/ministries/financials/financial-statements/).

Performance Reviews

The policies and program effectiveness standard addresses the agency's strategies for assessing effectiveness of programs and personnel.

As noted in chapter 2, the development of the Mission Work Plan created a clearer mission for the agency. Vision statement, mission statement, and core values are simple and distinct; the role statement (inspire, equip, and connect) is memorable. Six directional goals (transformational leaders, compassionate and prophetic discipleship, new worshipping communities, young adults, General Assembly engagement, and organizational integrity) serve as beacons for the agency's work. The current Mission Work Plan covers 2013-2016; it has been implemented in two-year budget cycles (2013-2014 and 2015-2016).

The Mission Work Plan drives the directional goals. The directional goals provide the framework for program goals. Individual goals align within each program goal.



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Executive Director's Office

The Board relates to its Executive Director directly and through its Executive Committee. The Executive Committee, led by the Board vice-chair, conducts the annual performance review for the Executive Director following the protocols listed in Appendix 8 of the Manual of Operations.

All other staff members are reviewed through the Mission Agency's performance management system. Individual performance goals are established at the start of the year, through a conversation between the employee and his or her supervisor. Each individual goal aligns with one or more of the Mission Agency's directional goals. Professional development opportunities/needs are identified during this time as well. A mid-year check on the goals precedes a year-end evaluation.

In addition to formal processes, supervisors are encouraged to have regular check-ins with their employees. Through these meetings, supervisors are able to ensure progress toward the performance goals established at the start of each year.

Program Evaluation

A regular process of program evaluation began in 2011. After an initial two years of evaluations, and building on lessons learned, adjustments are being made to improve the process and emphasize the goals and impact of each program. (See Appendix 10.)

Communications

The policies and program effectiveness standard addresses the agency's strategies for producing quality of communications for its constituencies. The Presbyterian Church (U.S.A.) has wonderful stories to tell, and the life-transforming Gospel message to share!

The last review cycle challenged the Mission Agency to utilize technology to increase its access to every Presbyterian. However, the Mission Agency does not have access to this data. Nonetheless, in response to the previous review and frequent requests throughout the church, we are seeking better ways to communicate throughout the church—individuals, pastors, and mid council leaders—and to the public more generally through traditional media outlets and social media. As mentioned elsewhere (see chapter 3), a new communications strategy is being developed and implemented and these are elements of that strategy.

Communicators from other independent organizations regularly acknowledge communiqués produced by the Mission Agency. In 2014, the Associated Church Press awarded Presbyterian News Service with its highest honor ("Best in Class") for the 10th straight year as well as 15 out of the past 16 years. In addition, the Religion Communicators Council recognized Presbyterians Today magazine with its 2014 "Best in Class" prize, its highest honor.

The Associated Church Press also made these additional awards to Mission Agency related offices:

- Presbyterian News Service
- Award of Merit, Personal Experience, long format for "Not a SNAP: Linda Valentine chronicles her week's Food Stamp Challenge"
- Honorable Mention, feature article "Living water: Water purification system fuel's Cuban congregation's outreach."
- Honorable Mention, Personal Experience, short format for "A revolutionary response in a revolutionary time: A U.S. Presbyterian in Cairo shares a perspective on recent developments in Egypt."
- Presbyterians Today
- Award of Merit in the Theme Issue, Magazine category for "War beyond the battlefield"

Other Mission Agency-related Religion Communicators Council awards in 2014 included:

- Presbyterians Today—Award of Excellence, national magazine.
- Presbyterians Today—Award of Excellence, national magazine-single issue.
- Presbyterian Mission Yearbook for Prayer & Study—Award of Excellence, periodical-single issue.
- 2013 Peacemaking Offering poster—Award of Excellence, public relations materials-poster.
- 1001 worshipping communities brochure—Certificate of Merit, overall publication design.
- April 2013 Presbyterians Today issue “Art as Worship” —Award of Excellence, publication cover design.
- “Tapestry: Reweaving the fabric of community after public violence”—Award of Excellence, video-documentary/educational.
- Presbyterian Giving Catalog—Certificate of Merit, fundraising campaign.
- Hurricane Sandy mailer—Award of Excellence, disaster response support materials.

Earlier this year, the Mission Agency called an experienced communications professional as the new Senior Director of Communications. A new communications strategy is being developed to better communicate the stories of the church to members and the public.

Structure of the Mission Agency

The policies and program effectiveness standard addresses the agency's ability to adjust to cultural and missional shifts. As noted in chapter 3, in the organizational design for the Mission Agency, ministry programs are at the heart of the agency. Surrounding the ministries are a variety of shared services, providing support, including communications and funds development, in addition to the traditional support functions of accounting, property, legal, information technology, etc. The structure itself is designed to be nimble.

Information Technology

The policies and program effectiveness standard addresses the agency's capacity for adapting and upgrading its technological flexibility.

Technologically, the Mission Agency is seeking to support an increasingly mobile workforce by moving resources from servers based in Louisville to cloud-based solutions. Rather than requiring desktop access in Louisville, more options are available to staff who use mobile devices as they travel. In turn, this places more resources in the field, rather than behind desks in Louisville.

Other forms of technology are being used to build team cohesion and camaraderie, such as videoconferencing. Committees and task forces are finding it possible to save on travel by having an initial face-to-face gathering, followed by subsequent meetings mediated by videoconferencing and telephone. The Board of Pensions has placed one of its advanced videoconferencing workstations in Louisville for intra-agency collaboration, and the Go-to-Meeting software is enabling many of the other conversations.

Paperwork is also being eliminated as online reporting systems and stand-alone applications take their place.

The Mission Agency believes that it has made great strides in recent years in the area of policy and program effectiveness.

Chapter Six: Collaboration

<<epigraph>>

I planted, Apollos watered, but God made it grow. Because of this, neither the one who plants nor the one who waters is anything, but the only one who is anything is God who makes it grow.

— 1 Corinthians 3:6–7

<<end>>

Healthy relationships are at the heart of all successful collaborations and cooperative ventures. Therefore, in order to improve collaboration, the Mission Agency has heightened its focus on relationships with other GA agencies, mid councils, sessions, and individuals.

Collaboration among Senior Leadership of General Assembly Agencies

The chief executives of the General Assembly agencies meet together four times a year. At two of these meetings, the chief executives are joined by their respective elected chairpersons. In these meetings, personal and professional relationships are strengthened; information and plans are shared; and collaborative projects are conceived and developed.

For example, in 2012, the leaders identified four projects for joint effort:

- Producing orientation and educational resources to introduce and implement the new form of government;

- Initiating the movement to start 1001 new worshiping communities;

- Assisting presbyteries and congregations with the disposition of church buildings; and

- Sponsoring events to identify new leaders and leadership qualities.

Each agency was able to find a point of collaboration and a number of activities were engaged around each of those, some continuing today.

For a chart of the Mission Agency's relationships with the other agencies, see p. 00 of this report.

<<insert page number with SMALL GRAPHIC OF THE PCUSA WITH MISSION AGENCY HIGHLIGHTED. IT IS IN OUR ANNUAL REPORT AND THE FOLD OUT GIVEN TO COMMISSIONERS>>

Alignment of Ministry

From time to time, to reduce overlap or better align with the capacity of an agency, senior leadership from multiple agencies have combined work into one agency, which then takes the lead in that ministry. Some recent examples include a transfer of stewardship ministry to the Foundation, to combine with other Foundation efforts. The 2014 General Assembly, with support from the Mission Agency, adopted a recommendation to transfer the Theological Education Fund to the Foundation, where it will fit with other Foundation development activity.

In 2013, the Mission Agency and the Office of the General Assembly dissolved the joint office of Vocation and transferred some activity, such as the call system and ordination exams to the Office of the General Assembly, and the small church pastoral residency, military chaplains and scholarships to the Mission Agency, in order to provide greater alignment with the existing work of each agency. These types of changes are the result of ongoing identification of opportunities to collectively serve the church best.

Collaboration among General Assembly Agencies

General Assembly agencies, recognizing that combined efforts can be more effective than singular, unrelated ones, share a commitment to collaboration. Collaboration occurs within the parameters of each agency's roles and responsibilities.

The agencies have initiated a series of cooperative staff meetings dubbed, "One Field, One Staff." The meetings gather about 80 staff members from across the agencies. In these gatherings, staff members become acquainted with each other and with the work of each agency, to better serve the church collectively.

Staff members work with their counterparts on specific projects, such as:

- Designing the six agency annual report;
- Planning and implementing the multi-conference Big Tent gatherings; and
- Planning and implementing General Assembly meetings.

In addition, numerous collaborations are ongoing among human resources, finance, communications, legal, risk management and funds development professionals.

For a list of collaborative efforts between the Mission Agency and the other agencies, see Appendix 00.

Collaboration through Shared Space and Services

The Presbyterian Center facility in Louisville, managed by the Mission Agency, houses the Office of the General Assembly, the Investment and Loan Program, the Publishing Corporation, and a field representative for the Board of Pensions. The Mission Agency also has lease agreements with the Association of Presbyterian Colleges and Universities, the Presbyterian Association of Musicians and Presbyterian Women.

The Mission Agency provides, through contracts and lease agreements, a warehouse, information technology and other services related to the building.

The Mission Agency provides the PresbyTel service, toll-free access to any information regarding the Presbyterian Church (U.S.A.), without reimbursement by the other agencies. The Presbyterian News Service, based in the Mission Agency, serves on behalf of all agencies and the wider PC(USA).

In 2010 the Mission Agency led the effort to have one pcusa.org website as a portal to the websites of all of the agencies, presenting one face to the world for those seeking information about the PC(USA). An ongoing team of representatives from each of the agencies manages www.pcusa.org; each agency maintains its own primary website.

Collaboration through Shared Corporate, Financial, and Legal Services

Presbyterian Church (U.S.A.), A Corporation (PCUSA, A Corp) is the principal corporation of the General Assembly and is the corporate entity for the Mission Agency and the Office of the General Assembly. The Mission Agency Board also serves as the board of directors for PCUSA, A Corporation. As such, the Mission Agency's legal staff serves as general counsel to both the Mission Agency and the Office of the General Assembly. Certain other Mission Agency functions, such as internal audit, risk management, information technology, mail/print services, and finance, also play dual roles. The consolidated, audited financial statements of PCUSA A Corporation include: Presbyterian Historical Society, Inc., (overseen by the Office of the General Assembly) and Hubbard Press (overseen by the Mission Agency).

Collaboration through Open and Regular Communication

In addition to frequent in-person, electronic and telephone communications between PMA staff and persons in all of the other agencies, many of our ongoing communications are shared with persons in the other agencies as well.

Chapter Seven: Comments from the Presbyterian Mission Agency Board

<<epigraph>>

Finally, beloved, whatever is true, whatever is honorable, whatever is just, whatever is pure, whatever is pleasing, whatever is commendable, if there is any excellence and if there is anything worthy of praise, think about these things.

—Philippians 4:8

<<end>>

The Executive Committee of the Presbyterian Mission Agency Board met before the 2014 General Assembly for final assembly preparations. Several board members were completing six years of service on the Mission Agency Board. One would be elected Moderator of the General Assembly in the week that followed. Several will continue to provide leadership for the Board during the next two years.

Board members were asked to reflect upon the accomplishments of the Board since the last agency review. They responded:

“The Mission Work Plan has sharpened the focus for our work.”

“The Mission Work Plan has focused the role of the Mission Agency. We inspire, equip and connect the church for mission; we don’t do mission on behalf of the church.”

“Staff members and leadership are nimble and responsive, and listen to the grassroots. The New Worshipping Communities initiative is a good example.”

“When I first came to the Mission Agency Board, it was a board of 72 members, largely isolated in focus. With a smaller board, we have a greater sense of the whole, and as a result, we are more united.”

“We have tried to increase the role of board members as ambassadors for the Mission Agency, through efforts like the Ambassadors Program toolkit and the Talking Points email newsletter.”

“An increased attention to who we are as a board led to the creation of committee charters, so that it is clear what each of our committees is called to do.”

“Every ministry is someone’s priority, but few of our ministries are everyone’s priority. This told us that the church would not set priorities for us; we had to discern where God was leading the church. Our directional goals feel right for the multiple ways in which we see the church responding to God’s call.

“We are doing a better job at racial ethnic leadership development.”

“Leadership development in general has improved in recent years.”

“The tenor of meetings with mid councils has changed greatly. Initially, most of our time was negotiating how we would be in relationship amidst conflict. Now we spend more time tending the relationships.”

“When I first came on the Board, we had difficult relationships with the Foundation. That conflict is now gone.”

“The United Nations Office and the Office of Public Witness (in Washington D.C.) mobilize Presbyterians, reach into congregations, and equip the church for advocacy.”

“Opportunities for Young Adult Volunteer service are possible for more Presbyterians because we reduced the financial entry requirements.”

“The focus on young adults is another game-changer. The most recent Presbyterians Today magazine crafted by, for, and with young adults is one of the most popular issues we’ve had. In addition, from 2012-2014, a young adult served as chairperson of the Mission Agency Board.”

“The Special Offerings Review Task Force (2008) had the foresight to call for a sustained re-examination of the role of Special Offerings in the life of the church, and to find ways to nurture that vitality. Finally, we have a real plan for growing Special Offerings.”

“Funds development has changed. Efforts since the last agency review have laid the groundwork for inviting and engaging people in the mission of the church in new ways.”

“We are laying the groundwork for stronger communication.”

“We can be sinfully proud of who we are and what we do as Presbyterians.”

Conclusion

The Presbyterian Mission Agency and its Board is grateful to God for being entrusted with this ministry. The responsibility for this ministry is heavy, but we find our own sense of call bound up in this work. We look forward to conversation with the Agency Review Committee and conclude the self-study with a paraphrase of Psalm 121:

<<design set text off as prayer>>

No matter where we are, where we are going, or what we are doing,
we know that we find our help in you, our Lord.

You are the creator and sustainer of all
that has been made and will be made.

And yet, the immensity of creation does not distract you
from caring personally for every person in it.

We know that is true of your care for us too!

You do not daydream or become weary in that care.

We thank you that you not only watch over us with diligence
but that you will guide us so that we will not fall—
so that we won't even stumble.

Whether we are awake or asleep, you are there,
sheltering and protecting us from all that would hurt us.

We know that you watch over all our living—
you have in the past, and we know you are now.

Your promise holds for the future and for eternity,

and we praise and thank you for that. Amen. [set footnote 1: 1. John D. Witvliet. *The Biblical Psalms in Christian Worship: A Brief Introduction and Guide to Resources*. (Grand Rapids, MI: Wm. B. Eerdmans Publishing, 2007), p. 121.]

Appendix 1: Recommendation and Responses: Collaboration with Presbyterian Church (U.S.A.) Foundation

At the time of the last review, the relationship between the Presbyterian Mission Agency and the Presbyterian Church (U.S.A.) Foundation was conflicted. Mistrust between the agencies was high. Millions of dollars were “frozen” by the Foundation, meaning they would not be distributed to the Mission Agency for mission. The General Assembly in 2008 established the Restricted Funds Resolution Committee as an appeal body to resolve issues if the agencies could not agree.

Interim President Dick Clay, followed by now president Tom Taylor, and Mission Agency Executive Director Linda Valentine have worked collaboratively, as have our staff members and board members, to accomplish the following:

Board Working Group. The boards of both agencies voluntarily established a Working Group of three members from each board in which they covenanted “to require leadership and staff of both entities to operate in an environment of cooperation.” This tone and means of accountability was helpful. For several years, the chief executives reported periodically to that group. Now that working relationships are smooth, and though this group continues to exist, neither board nor agency has felt the need to invoke the group within the past year. Likewise, neither agency has at any time found it necessary to invoke the Restricted Funds Resolution Committee.

Mutual System Access. To improve transparency and smooth operations, systems were implemented whereby we have mutual access to each other's databases. The Foundation has remote access to the Mission Agency's restricted funds database, showing approvals and disbursements and instructions to, and reports by, beneficiaries on the use of funds. The Mission Agency has remote access to the Foundation's database of donative documents in order to see the full text of restrictions for particular funds, making it easy to see what funds are available and what uses are required.

Staff Relationships. Staffs in the legal departments and finance departments of both agencies have established frequent meetings and communications. Likewise, communications, funds development, and mission staff have established good communication and collaborative relationships.

Resolution of Funds. Through joint efforts, resolution was made for [hundreds of funds/millions of dollars of funds] to be ‘unfrozen’ and disbursed to beneficiaries in keeping with PCUSA mission carried out or administered by the Mission Agency. Lawyers have collaborated on numerous legal actions to make funds that have been given for purposes no longer possible or practical to be used for current day mission.

Understanding Roles and Responsibilities. A presentation outlining the respective roles and responsibilities of each agency was developed and has been useful for the orientation of both board members and staff. The Foundation and the Mission Agency do have very different roles.

The Foundation is supported largely by fees on investments that it has under management. The Foundation measures its work in part by funds distributed for mission. While the Foundation may assist a donor with information about mission beneficiaries, the Foundation does not aim to raise funds for any particular organization, including the Mission Agency. The Foundation's development staff takes a donor-centered approach, working with donors to structure gifts to causes that are important to the donors. The Foundation does lift up through its marketing efforts specific ministries and programs, including those of the Mission Agency, as worthy beneficiaries of donor's gifts.

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Executive Director's Office

The Mission Agency is the largest beneficiary of permanent endowment funds held at the Foundation, totaling \$ 390,209,001 at year-end 2013. The Mission Agency receives earnings from these endowments at the current spending formula rate of 4.25% each year.

In 2013, five newly created permanent funds, totaling \$898,852, were added at the Foundation for the benefit of the Mission Agency. These five funds will generate roughly \$38,000 in revenue each year for the Mission Agency. Within the past five years, \$1,890,680 in newly created permanent funds has been added, which will provide about \$80.350 in revenue each year for the Mission Agency.

To put this in context, the Mission Agency has a 2013 budget of \$84 million. \$69 million of that is from current donations; \$15 million is from bequests and endowments largely held by the Foundation. \$69 million is the amount that must be raised each year in order for the Mission Agency to carry out its programs.

Appendix 2: Recommendation and Responses: Collaboration with the Office of the General Assembly

Collaboration with the Office of the General Assembly was concern for the previous review, particularly in the area of communication, and coordination with the Stated Clerk. In response to these concerns, the Mission Agency and the Stated Clerk reviewed and revised the Organization for Mission to clarify the role of the Stated Clerk as the spokesperson for the denomination, and the Executive Director as the spokesperson for the Mission Agency.

The previous review called for collaboration to be a major focus in future reviews and directed the agencies to present a report of their collaboration to each General Assembly.

The Office of the General Assembly was directed to include in the agenda of each General Assembly a joint report from the six agencies, documenting their collaboration. In 2012 and again in 2014, this report took the form of a six agency video that demonstrated how each agency collaborates and contributes to healthy ministry in congregations. (See http://www.pcusa.org/site_media/media/uploads/annual-report/media/sixagencyvideo.mp4)

Appendix 3: Recommendation and Responses: Collaboration with Mid Councils

Collaboration with mid councils was encouraged and the Presbyterian Mission Agency has strengthening its efforts in numerous ways including the following:

Mid Council Consultations. In recognition of the desire to improve relationships between the mission agency and Mid Councils, in 2006 we initiated annual hearings (that have become biannual). These began as a meeting of the elected members of the Mission Agency with presbytery executives and a few mission agency staff. This meeting has evolved, in response to requests by Mid Councils leaders to include more staff. In 2011 and 2013, the meetings were expanded to include staff of the Office of the General Assembly and stated clerks and have been held in conjunction with Big Tent. Staffs of the other agencies were included too. The meetings are designed around discussions of topics of common interest in mission. The Mission Agency executive committee participates in these meetings as well. These last two meetings have been jointly sponsored by PMA and OGA and since many Mid Council leaders have dual roles, we have invited Mid Council staff with executive roles and stated clerks.

Mid Council Advisory Group. Composed of 5 mid council members selected by the Synod Forum and the Association of Mid Council Leaders respectively, the chairperson and vice chairperson of the Mission Agency and the senior leadership of the Mission Agency. This group meets twice a year and serves as a sounding board and forum for discussion of matters of mutual interest or concern. This has been a very helpful means of communication for the Mission Agency.

Mid Council Engagement Project. An intentional process for PMA staff to connect with mid-council leaders on a regular basis. The purpose is to become more aware and involved in issues important to mid-councils, to develop a deeper sense of mutual partnership, to share concerns, to be in prayer together, and to support one another's passion for ministry, witness, and mission. Selected PMA staff has been assigned specific mid-councils and are to be intentional about making contact.

Inclusion in Association of Mid Council Leaders. The Association of Presbytery Leaders in 2012 changed their by-laws to include Presbyterian Mission Agency staff in their meetings. Linda Valentine communicated this change to staff in the following communiqué:

[Design set next 3 paragraphs off as quote without quote marks]

Several staff attended the meeting of presbytery executives and leaders last weekend, October 11-13. Many comments were made about how our relationships have improved over the past several years. Five years ago, I was invited to address the group, which at that point was only presbytery executives, no Synod staff members, or associates. I waited outside the room until called in to speak with them, and was not included in the rest of their meeting. The consultation we had a day or so later with our board members and mid council executives focused on writing protocols for how we were to relate to each other.

This year, in August, we had another consultation, and this time many of our staff members joined with mid council leaders to talk about issues of common interest, such as advocacy in polarized times, small membership congregations, racial ethnic leadership, funding, shifting church culture, young adults, world mission, marriage and more.

At the meeting last weekend they revised their bylaws to reflect their new name, the Association of Mid Council Leaders, and to add a specific provision to welcome leadership of the six agencies of the General Assembly to their meetings "as we try to work together to strengthen churches and our witness to the Lord Jesus Christ." Good and trusting relationships take time and intentionality, and must begin with a spirit of openness and welcome. I am grateful for that spirit both among our staff and among mid council leaders as we work together to serve Christ in the world through congregations and worshipping communities.

[end quote]

Mid councils are in great flux and is proving to be a challenge to our mutual collaborative efforts. There is rapid turnover among mid council leadership. Budget pressures and energy taken up by conflict have made life very difficult in many of these bodies. Of the current 171 presbyteries:

- One half of presbyteries have no settled leadership (instead they have interim leadership)
- 16 have no executive presbyter/general presbyter position (it has been eliminated)
- 111 have less than 10,000 members
- 38 have less than 5,000 members
- Several presbyteries have only the minimum required functions
- Synods will be increasing in size, as the current 16 synods engage in discussions to become 10–12 synods (without impacting the current boundaries of the Synod of Boriquen).

With unsettled leadership becoming the norm, the Mission Agency has increased its outreach to congregations to ensure effective linkages.

Appendix 4: Recommendation and Responses: Collaboration with Ecumenical Partners

Ecumenical collaboration was encouraged in the previous reviews. The Mission Agency was instrumental in the development of the Ecumenical Stance for the PCUSA that was adopted by the General Assembly in 2008. A recent inventory of ecumenical work totals 12 pages and is included in the appendices.

The 2012 General Assembly, as partial fulfillment of the Ecumenical Stance, directed the Mission Agency with the Office of the General Assembly to give particular concern to implementing the Lund Principle (an historic 1952 World Council of Churches affirmation that churches should act together in all matters except those in which deep differences of conviction compel them to act separately) with PC(USA) full communion and covenant partners and where possible with other Christian churches. The Mission Agency was pleased to report to the 2014 General Assembly:

The Presbyterian Mission Agency has implemented the Lund Principle, launching several new initiatives with full communion and covenant partners since the 220th General Assembly (2012). Some highlights of these efforts include: initiating a relationship with the Church of England to learn about and dialogue around church development and redevelopment; planning a joint regional training event/conference about evangelism with the United Methodist Church, Disciples of Christ, United Church of Christ, Church of the Brethren, Episcopal Church, African Methodist Episcopal Zion, Presbyterian Church of Canada, and the Evangelical Lutheran Church in America; and expanding the West Africa Initiative, a post–civil war sustainable development project that includes the United Methodist Church, the United Church of Christ, and the Disciples of Christ.

Additionally, we are part of existing ecumenical efforts in responding to disasters, caring for creation, hunger and poverty alleviation, corporate engagement, collegiate and youth ministries and equipping people to engage in advocacy with elected leaders.

Appendix 5: Active Ecumenical Participation by the Mission Agency

Conciliar Relationship (based on historical mission relationships, GA mandated dialogues)	Staff Person	Agency Ministry Area
I. Church World Service		
CWS Board	Sara Lisherness	CPJ
Development & Humanitarian Assistance Committee	Luke Asikoye John Robinson	CPJ
CWS Immigration & Refugee Service	Pamela Burdine	CPJ
Forum of U.S. Heads of Mission Agencies	Hunter Farrell Sara Lisherness	WM CPJ
Forum on International Personnel	Ben Albers Del Braaksma Nancy Cavalcante	WM
II. National Council of Churches of Christ		
Justice for Women Working Group	Unzu Lee	PW
Justice & Witness Commission	Chris Iosso	CPJ
Professional Church Leadership	Joyce Lieberman	OGA
General Assembly Coordination	Robina Winbush	OGA
Ecumenical Campus & Young Adult Ministry Team	David Loleng	ECG
Committee on Outdoor Ministries	Brian Frick	ECG
Office of Public Witness	J Herbert Nelson	CPJ
Interfaith Relations Commission	Robina Winbush	GACEIR/ OGA
Religions for Peace Executive Council	Christine Hong	TWE
Convening Tables (formerly Faith & Order Commission)	Barry Ensign– George	TWE
III. World Communion of Reformed Churches		
Executive Board	Ann Ferguson	PW
Gender Justice Network	Unzu Lee	PW
UN Representative for WCRC	Mark Koenig	CPJ
Oikotree North America	Andrew Kang Bartlett Chris Iosso	CPJ
IV. World Council of Churches		
Ecumenical Network for Multicultural Ministries International (ENFORMM)	Raafat Girgis	RE&WM
Ecumenical Network for Multicultural Ministries–North America (ENFORMM–NA)	Raafat Girgis	RE&WM
WCC Agape Reference Group	J Herbert Nelson	CPJ
WCC Liaison Office Group	Mark Koenig Ryan Smith	CPJ
Ecumenical Accompaniment Program in Palestine & Israel–USA Committee	Mark Koenig	CPJ

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Climate Change Program	Bill Somplatsky–Jarman	CPJ
Ecumenical Advocacy Alliance	Andrew Kang Bartlett	CPJ
ACT Alliance	Laurie Kraus	CPJ
Palestine Israel Ecumenical Forum	Catherine Gordon	CPJ
Interfaith Cooperation & Relations	Christine Hong	TWE
V. Episcopal Dialogue, Catholic/Reformed Dialogue, Reformed/Muslim Dialogue	Robina Winbush David Gambrell	OGA TWE
Regional Ecumenical Councils		
Evangelical Seminary of Puerto Rico	Hunter Farrell Angel Suarez	RE&WM WM
Council of the Overseas Korean Churches	Sun Bai Kim	RE&WM
Council of Native American Ministries	Irv Porter	RE&WM
General Assembly of the Presbyterian Church of Ghana	Sam Atiemo	RE&WM
Caribbean & North America Council (CANAAC)	Robina Winbush	OGA
Caribbean North American Council for Mission (CANACOM)	Maria Arroyo	WM
Association of Presbyterian & Reformed Churches in Latin America (AIPRAL)	Maria Arroyo	WM
Editora Sinodal	Maria Arroyo	WM
Council of European Churches	Burkhard Paetzold	WM
European Regional Partners	Burkhard Paetzold	WM
Christian Conference in Asia	Mienda Uriarte	WM
Middle East Council of Churches	Amgad Beblawi	
Council of Overseas Korean Church for Education & Ministry	Grace Kim	TWE
Committee on Uniform Series/National Council of Christian Churches in the USA	Mark Hinds	TWE
Theological Education & Candidacy (DSTEC)	Lee Hinson–Hasty Tim Cargal	TWE OGA
Bi-lateral & Multi-lateral Partnerships & Relationships		
Korean Presbyterian Church of Abroad	Sun Bai Kim Robina Winbush	
Christian Arab & Middle Eastern Churches Together	Magdy Girgis	RE&WM
Armenian Evangelism Union of North America	Magdy Girgis	RE&WM
Associate of Iranian Presbyterian Church of North America	Amgad Beblawi Magdy Girgis	WM
Asia Pacific Forum	Mienda Uriarte	WM

Women's Theological Center	Unzu Lee	PW
Pacific, Asian, North Asian American Women in Theology & Ministry	Unzu Lee	PW
UN NGO Ecumenical Working Group	Mark Koenig	CPJ
Committee on Religious NGOs at the UN	Mark Koenig Ryan Smith	CPJ
Religious Freedom Working Group at UN	Mark Koenig Ryan Smith	CPJ
Justice Program on Human Trafficking at the UN	Ryan Smith	CPJ
Ecumenical Women	Ryan Smith	CPJ
Global AIDS	Catherine Gordon	CPJ
Washington Interreligious Staff Council	J Herbert	CPJ
Discovering Opportunities for Outreach & Reflection (DOOR)	Richard Williams	WM
Evangelical Theological Community of Chile	Maria Arroyo	WM
University Institute of Higher Theological Education (Argentina)	Maria Arroyo	WM
Theology School of Peru	Maria Arroyo	WM
IEPG (Institutes of Higher Theological Education of Brazil)	Maria Arroyo	WM
World Student Christian Federation in Latin America	Maria Arroyo	WM
Latin American Biblical University (Costa Rica)	Maria Arroyo	WM
Ecumenical Service and Advisory Center (Argentina)	Maria Arroyo	WM
Evangelical Seminary of Theology (Cuba)	Maria Arroyo	WM
Council of Evangelical Churches of Nicaragua	Maria Arroyo	WM
Foundation for Theological Education in Southeast Asia	Mienda Uriarte	WM
Amity Foundation in China	Mienda Uriarte	WM
American Waldensian Society	Amgad Beblawi Maria Arroyo	WM
Near East School of Theology Board of Managers	Amgad Beblawi	WM
Lebanese American University	Amgad Beblawi Nuhad Tomeh	WM
Fellowship of Middle East Evangelical Churches	Amgad Beblawi	WM
Presbyterian Reformed Educational Partnership (PREM)	Candace Hill	TWE
Consultation on Common Texts	David Gambrell	TWE
Cooperative Ministry (Ecumenical & Interfaith)		

Evangelism Connections	David Loleng	ECG
Agricultural Missions	Ruth Farrell	CPJ
National Ecumenical Association of Hispanic/Latino Church Executives	Hector Rodriguez	RE&WM
Bread for the World	Ruth Farrell	CPJ
Food Resources Bank	Ruth Farrell	CPJ
InterAction	Laurie Kraus	CPJ
Ecumenical Poverty Initiative (former NCC poverty initiative)	Leslie Woods	CPJ
Creation Justice Ministries	Leslie Woods	CPJ
Churches for Middle East Peace	Catherine Gordon	CPJ
Advocacy Work		
WDC Interfaith Immigration Advocates	J Herbert Nelson	CPJ
Ecumenical Advocacy Days	Catherine Gordon Leslie Woods	CPJ
Faith Against Gun Violence Work Group	J Herbert Nelson	CPJ
Shoulder to Shoulder	J Herbert Nelson	CPJ
Interfaith Employment Campaign	J Herbert Nelson	CPJ
UN Bureau on the Inalienable Rights of the Palestinian People	Mark Koenig	CPJ
Interfaith Domestic Violence Coalition	Leslie Woods	CPJ
Advocacy Network for Africa	Catherine Gordon	CPJ
Interfaith Relationships		
Religions for Peace	Mark Koenig	CPJ
Christian/Jewish Roundtable	Catherine Gordon	CPJ
Lilly Website Consultation	Joelle Kopacz	DEDM
Constituency Specific (not directly related to a conciliar body but focused on specific cohort group)		
Religious Coalition for Reproductive Choices	Courtney Hoekstra J Herbert Nelson	EDO CPJ
Governing Cabinet of APCE (now called Coordinating Council)	Candace Hill	TWE
Professional Church Leadership	Tim Cargal	OGA
Ministry Development Council	Tim Cargal	OGA
Souper Bowl of Caring	Gina Yeager	ECG
Princeton Institute for Youth Ministry	Gina Yeager	ECG
Faith in 3D (Youth Conference)	Gina Yeager	ECG

Presbyterian Youth Triennium	Gina Yeager	ECG
Faith Practice Ecumenical Partners	Philip Lotspeich Craig Williams	ECG
Association for Theological Schools	Lee Hinson–Hasty	TWE
Forum for Theological Exploration (FTE)	Lee Hinson–Hasty	TWE
Liaisons Working Group–Church Women United	Executive Staff PW Vice Moderator	RE&WM
World Day of Prayer–USA Committee	Susan Dowd– Jackson	RE&WM
International Committee for the Fellowship of the Least Coin	Susan Dowd– Jackson	RE&WM
Association for Hispanic Theological Education	Hector Rodriguez	RE&WM
Alliance to End Hunger	Andrew Kang Bartlett	CPJ
National Farm Worker Ministry	Andrew Kang Bartlett	CPJ
Heifer International	Andrew Kang Bartlett	CPJ
Sweatfree Communities	Bryce Wiebe	CPJ
VOAD	John Robinson	CPJ
Jubilee USA	Catherine Gordon Andrew Kang Bartlett	CPJ
Oikocredit	Cynthia White	CPJ
Ecumenical Committee on Corporate Engagement Related to Israel–Palestine	Bill Somplatsky– Jarman	CPJ
CERES	Bill Somplatsky– Jarman	CPJ
Investor Network on Climate Risk	Bill Somplatsky– Jarman	CPJ
Institute for Global Labor & Human Rights	Bill Somplatsky– Jarman	CPJ
Coalition for Justice in the Maquiladoras	Bill Somplatsky– Jarman	CPJ
US Social Forum: The Forum for Sustainable and Responsible Investment	Bill Somplatsky– Jarman	CPJ
Ecumenical Eco–Justice Network	Bill Somplatsky– Jarman	CPJ
Interfaith Worker Justice	Bill Somplatsky– Jarman	CPJ
Children's Defense Fund–Juvenile Justice Groups	OPW	CPJ
WISC Health Care Working Group	Leslie Woods	CPJ
WISC Interreligious Working Group on Domestic Human Needs	Leslie Woods	CPJ
WISC Interreligious Working Group on Environment & Ecology	Leslie Woods	CPJ

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Fighting Poverty with Faith Week of Action	Leslie Woods	CPJ
Latin America Working Group Columbia Working Group Cuba Working Group Guatemala Working Group Haiti Working Group Honduras Working Group	Catherine Gordon	CPJ
National Religious Coalition Against Torture	Catherine Gordon	CPJ
US Campaign to Ban Landmines	Catherine Gordon	CPJ
Peace Tax Fund Campaign	Catherine Gordon	CPJ
Interfaith Working Group on Trade & Investment	Catherine Gordon	CPJ
Economy & Ecology Roundtable	Catherine Gordon	CPJ
Partnering for Peace & Justice		CPJ
College of Pastoral Supervision & Psychotherapy	PHEWA	CPJ
COMISS (Network of Ministries in Specialized Situations)	PHEWA	CPJ
American Association of Pastoral Counselors	PHEWA	CPJ
Association for Clinical Pastoral Education	PHEWA	CPJ
Moscow Protestant Chaplaincy	Amgad Beblawi	WM
Protestant Center for Pastoral Studies in Central America (CEDEPCA)	Maria Arroyo	WM
Christian Connections for International Health	Amgad Beblawi	WM
Association of Presbyterian Church Educators	Candace Hill NOTE: An OGA representative/ liaison also serves from the Office of Vocation (currently Martha Miller)	TWE
Association for Reformed & Liturgical Worship	David Gambrell	TWE
North American Academy of Liturgy	David Gambrell	TWE
North American Academy of Ecumenists	Barry Ensign–George	TWE
North American Academy for the Catechumenate	Chip Hardwick	TWE
Other Ecumenical Work (service not identified above)		

Formula of Agreement Ministry Staff	Joyce Lieberman	OGA
The Elders' Institute of the Presbyterian Church of Canada	Joyce Lieberman	OGA
Ecumenical Youth Ministry Staff Team	Gina Yeager	TWE
D365 (Online daily devotional)	Gina Yeager	TWE
Samuel Dewitt Proctor Conference Inc.	Lonnie Oliver	RE&WM
North America ACT Forum	Laurie Kraus	CPJ
On Great Hour of Sharing Ecumenical Committee	Gail Strange Sam Locke	COMM
Pathway to Promise	Bill Somplatsky– Jarman	CPJ
American Society for Aging	Bill Somplatsky– Jarman	CPJ
ECPAT–USA	Bill Somplatsky– Jarman	CPJ
California–Nevada Interfaith Committee on Corporate Responsibility	Bill Somplatsky– Jarman	CPJ
Leadership Conference on Civil Rights Committees	Leslie Woods	CPJ
Second Chance Act Working Group	Leslie Woods	CPJ
Faithful Democracy	Leslie Woods	CPJ
<u>Working Groups</u> Iraq Policy Development Sudan Water Arms Trade Nuclear Issues Latin America International Issues	Catherine Gordon	CPJ
Alliance for Responsible Trade	Catherine Gordon	CPJ
Campaign for New Policy on Iran	Catherine Gordon	CPJ
Mercer Missionary Roundtable	Suzan Cantrell	WM
John Knox Center – Geneva	Amgad Beblawi	WM
International Assistance Mission	Amgad Beblawi	WM

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Appendix 6: Recommendation and Responses: Communication: Shaping Identity

The 2008 Review Committee strongly encouraged renaming the General Assembly Council in order to identify its primary purpose in coordinating the church's mission programs. The name changed to add, "Mission"; the agency became the General Assembly Mission Council in 2009. Upon adoption of the new Book of Order, a name change was needed again because governing bodies are now called "councils" and the agency is not a governing body.

After an extensive review process, the name "Presbyterian Mission Agency" was chosen, as it communicated clearly that the organization was Presbyterian, focused on mission, and is an agency (of the General Assembly). The name is similar in structure to four of the other General Assembly agencies (with "Office of the General Assembly" being the exception.)

A new logo was developed to further awareness of this new identity:





The logo echoes the flames of the Presbyterian Church (U.S.A.) logo, and emphasizes mission at the heart of the agency's identity. The PC (USA) symbol and the mission agency logo appear together—either directly attached to the presentation, or separately on the same page (in a magazine or on letterhead).

Appendix 7: Recommendation and Responses: Communication: Increasing Awareness

A 2005 Research Services survey indicated that only 17% of members and 29% of elders were “very informed” or “generally informed” about Presbyterian mission when it was defined as “any program, project, service, resource, or personnel administered, produced, or funded by the General Assembly or the General Assembly Council of the Presbyterian Church (U.S.A.), in either the United States or overseas.”

The Review Committee asked that the Mission Agency communicate its new organizational and leadership structures to the denomination (both of which had been dramatically changed in 2006). The Mission Agency gave extensive effort to this task, especially in the early years following the review, through videos, brochures, and annual reports.

The work on identity and awareness has produced good fruit. Research Services conducted research regarding awareness levels. Between 2005 and 2012, the percentage of person indicating they are “very informed” or “generally informed” about PC(USA) Mission increased in every category: members (from 17% to 35%); ruling elders (from 29% to 49%) with smaller increases for specialized clergy and teaching elders.

Appendix 8: Recommendation and Responses: Communication:**Designing and Implementing Strategy**

In response to the last agency review, the Mission Agency has become more focused and intentional about developing a strategic plan for communications. We have built strong collegial relationships with our ministry areas. We have helped them identify their audiences, craft realistic and measurable calls to action, select appropriate channels for messaging, and analyze performance to project a more cohesive image of Presbyterian Mission.

The Presbyterian Mission Agency regularly engages its key stakeholders in Presbyterian Mission through e-newsletters designed in digest form, allowing the readers to click to a page on the Presbyterian Mission Agency website for the full story and/or complete details and information on the program or initiative. Stories are also conveyed through the Presbyterian News Service (a ministry of the Mission Agency), *Presbyterians Today*, specialized publications, videos, and presentations.

In our mission stories, we strive to:

- Explain the biblical/theological context for the mission or ministry being described.
- Demonstrate the value and influence Presbyterian Mission Agency ministries and staff contribute to the subject matter.
- Connect readers/listeners/viewers emotionally with the story, and lift up opportunities for them to respond to God's call with concrete actions: pray, give, register, attend, participate, join, etc.
- Highlight diversity.

Key staff and board members across all six agencies are included in the distribution for such e-newsletters as:

- Presbyterian Mission (designed to equip Presbyterian leaders for more faithful and effective mission in their respective settings),
- One in the Spirit (designed especially for mid councils),
- Weekly Update from Linda Valentine (timely messages from the executive director witnessing to her passion for mission).

The content and scope of the various e-newsletters also frequently reflects interagency collaboration and cooperation. Recent examples include a focus on the new Presbyterian hymnal, *Glory to God!*, produced by the Presbyterian Publishing Corporation; a profile of the Presbyterian Mission Agency Board member who serves as the agency's liaison to the Board of Directors of the Presbyterian Investment and Loan Program; and jointly written and sponsored electronic communications between the Office of the General Assembly and the Presbyterian Mission Agency anticipating and sharing good news stories in advance of the General Assembly.

Challenges to our communications strategy persist. For example, each agency collects communications data appropriate to their mission, but there is not a comprehensive sharing of data between agencies. As a result, the Presbyterian Mission Agency communicates with congregations and mid councils imperfectly. We have physical and electronic mailing lists for many churches and church leaders. However, we do not have an up-to-date, complete master list.

Appendix 9: Recommendation and Responses: Communication: Identifying the Voice of the PCUSA

Previous review committees requested the General Assembly agencies to clarify “the voice” of the Presbyterian Church (U.S.A.). In true Presbyterian fashion, with authority de-centralized and accountability built-in through a system of checks and balances on authority, it has not always been clear where the final authority rests.

At the 2012 General Assembly, initial steps were taken to clarify, through changes in the Organization for Mission, that the Stated Clerk is the spokesperson for the Presbyterian Church (U.S.A.). The Mission Agency Executive Director is the spokesperson for the Presbyterian Mission Agency.

Further, the Review Committee sought a single function that would oversee the collaborative implementation of churchwide mission directives on behalf of the General Assembly. This input ran counter to what has been an evolution of responsibilities since denominational reunion in 1983. The denominational structure immediately following reunion called for a superintendent agency, known at the time as the “General Assembly Council.” In addition to the General Assembly Council, there were only two other agencies: the Presbyterian Foundation and the Board of Pensions. Over the past thirty years, other agencies have been created for specific purposes. The Office of the General Assembly now has its own committee specifically charged with oversight of its matters (the Committee on the Office of the General Assembly), and there are separate agencies for publishing (Presbyterian Publishing Corporation) and investments/loans (Presbyterian Investment and Loan Program). In 2006, the General Assembly voted, and the presbyteries concurred, to change the Book of Order description of the role of the General Assembly Council to:

- a. cultivate and promote the spiritual welfare of the whole church;
- b. provide resources to support equal employment opportunity and affirmative action for members of racial ethnic groups, for women, for various age groups, for persons regardless of marital condition (married, single, widowed, or divorced), and for persons with disabilities;
- c. develop and propose, for General Assembly approval, the mission directions, goals, objectives, and priorities of the Presbyterian Mission Agency; doing so by taking into account the mission work being done by sessions, presbyteries, and synods, and to propose for General Assembly approval an accompanying budget that will implement the mission work plan of the Presbyterian Mission Agency;
- d. act in those specific matters assigned to the Presbyterian Mission Agency by the General Assembly or this Constitution, acting always according to previously enacted General Assembly policies, reporting fully to each subsequent General Assembly its actions;
- e. perform such additional responsibilities and duties as may be assigned by the General Assembly.

(Note that the original language regarding “mission directions,” in letter c, limits the scope of the Mission Agency’s focus to the goals, objectives and priorities of the Mission Agency.)

Appendix 10: Recommendation and Responses: Evaluation

Program evaluation has long been a known weakness for the Presbyterian Mission Agency. Many Mission Agency programs claim long-standing General Assembly mandates for their ministries, and each has its own constituency in the church. After years of acknowledging the need for program evaluation, a systematic effort was begun in 2011 that commits to reviewing every program at least once every four years. Certain programs, those funded by Special Offerings, are reviewed annually. A program evaluation process was developed and implemented from 2011 through 2014, using the process described in Appendix 12 of the Manual of Operations. In 2014, the process of program evaluation itself was evaluated, using lessons learned from the recent experience. As a result, the program evaluation process is being revised and reinstituted in the fall of 2014. The primary new element in the program evaluation process will be to mirror the individual performance review system already in place, which begins with goal setting and concludes with review performance based on progress toward the goals. Program evaluation will begin similarly, by focusing on program goals and desired impact, then evaluating activity on this basis.

Appendix 11: Recommendation and Responses: Prioritization

The review committee called for a smaller number of strategic mission directions, so that the church could embrace the scope of the work. The Mission Agency has responded with the six directional goals of the Mission Work Plan, and begun an effort to align all work within one of these areas.

Programs are evaluated regularly through several related processes:

- Alignment with the Mission Work Plan
- Funding—Do Mission Agency donors demonstrate a willingness to support this program?
- The Program Evaluation process (described fully in Appendix 12 of the Manual of Operations)

Alignment with the Mission Work Plan

Programs are regularly assessed and shaped by how they contribute to the achievement of the vision, mission and directional goals of the Mission Work Plan? Programs are also reviewed based on how well they fit with the “inspire, equip and connect” roles of the Mission Agency. The goal is for every program to have high alignment with the Mission Work Plan.

Funding

The funding mechanisms of the Presbyterian Mission Agency are in the midst of transition. Increasingly donors seek a meaningful connection with the causes they fund. They want to designate gifts to causes that are important to them and they want to become involved. Over the long-term, patterns of giving are in decline. (See the 2013 Funding Trends booklet:

<http://www.presbyterianmission.org/media/uploads/gamc/pdf/2013-funding-trends.pdf>)

Donors seek information regarding programs of interest and an invitation to become involved. Therefore, another element of prioritization, in the current context, is the degree to which donors demonstrate a willingness to support the program.

Program Evaluation

A complete program evaluation process is described in Appendix 12 in the Manual of Operations.

Together these tools create the opportunity for prioritization within, and between, programs. An alignment and funding grid has been used to show where growth is needed, and where resources should be prioritized:

Alignment Axis	Low Funding High Alignment	High Funding High Alignment
	Low Funding Low Alignment	High Funding Low Alignment
Funding Axis		

Programs with low alignment and low funding are unlikely to continue. Programs with high alignment, but low funding receive focused funds development support, so that funding levels might become more robust. Programs with stable funding, but low alignment receive programmatic guidance that would focus their work more closely on the role of the Mission Agency and the directional goals.

Appendix 12: Recommendation and Responses: Evaluation & Prioritization: Some Specific Programs

Congregational Ministries Publishing. Specific concerns in the prior review were addressed to Congregational Ministries Publishing (CMP). Since the last review, CMP has made significant changes to its operational structure. The product offerings have been streamlined to ensure that resources produced align more effectively with the strategic goals of the Mission Agency. This streamlining of product offerings enables staff to work more effectively to produce resources that most benefit the constituency. The new operational structure also utilizes more short-term, product-driven contract writers and editors. The use of contract staff enables CMP to take advantage of the expertise necessary for the development of a particular product and creates manageable workloads for employees.

Collaborative efforts between CMP and Presbyterian Publishing Corporation (PPC) have led to a reduction in the duplication of products and services offered by the publishing entities. CMP and PPC are collaboratively producing an all-age curriculum called *Feasting on the Word Curriculum: Teaching the Revised Common Lectionary*. CMP and PPC share equally in the development and financial costs of this resource. CMP and PPC work together to provide bookstores and workshops at national and regional events and are collaboratively researching the feasibility of a combined website/ordering experience for the PC (USA) constituency.

Specific concerns were also addressed toward several other ministries in the previous review: evangelism and church growth, younger women, and public witness

Evangelism and Church Growth. Since the previous review, perhaps few ministries have been as reconfigured as these offices. The 2012 General Assembly embraced the vision of the Presbyterian Mission Agency for 1001 new worshipping communities over the next decade. This re-focused emphasis on new church development has revitalized the way this ministry has been carried out. Consistent with the Presbyterian Mission Agency's role of inspiring, equipping, and connecting, there is great awareness that this ministry is carried out on the ground in presbyteries, not at the national level. However, in seeking to create the conditions where a new movement might take root, the Mission Agency has been successful in creating coaching centers and in leveraging existing new church development funds in creative new ways. As of early 2014, less than two years after the General Assembly adopted the emphasis, already more than two hundred and fifty new worshipping communities have been formed. These new communities are carrying the good news of Jesus Christ into areas where previously the Presbyterian Church (U.S.A.) largely did not have access.

Younger women. The previous Review Committee expressed concern that the Mission Agency was not attentive to new paradigms for reaching younger women so that we ensure that the strengths of ministries like Presbyterian Women are passed to a new generation.

In response, while Presbyterian Women is a separate organization, the Mission Agency has sought to broaden its reach and provide leadership development opportunities for "all young women" in the church. Staff are engaging in "a season of listening," along with other Young Adult mission staff in the Presbyterian Mission Agency. In this regard, focus groups of young adult women are beginning to be gathered.

In the Office of Women's Leadership Development and Young Women's Ministries, the Mission Agency is helping to inspire, engage and connect young women including new immigrant young women in the Presbyterian Church (U.S.A.) ages 18–35 by offering leadership development opportunities, which inspire them to

- dig deeper into their spiritual faith journey,

- nurture and cultivate their leadership skills and abilities,
- empower them to be active participants in their church and communities
- work on social justice issues,
- stay connected through social media,
- engage them in peer groups and networks such as the National Network of Presbyterian College Women and Racial Ethnic Young Women Together,
- sponsor “season of listening” sessions allowing them to talk and have Mission Agency staff listen,
- learn from their experience and perspectives on how they can be effective servants for Christ’s mission;
- train and equip them with necessary leadership skills to serve effectively as church leaders and professionals
- gather and spend meaningful time together in prayer and allowing them to explore their Christian identities as young women.
- get involved in the planning stage of activities and programs and listening carefully to their ideas and implementing those ideas into concrete strategies,
- create safe spaces and places for discussion,
- identify other opportunities to serve the connectional church through mentoring and internships.

This office provides young women leaders with hands on experience to engage in dialogue to foster their global and ecumenical perspective. They attend events like The 58th Commission on the status of Women held at the United Nations. Ecumenical Advocacy Days, General Assembly and the Big Tent .We inspire them to become advocates to work for justice and to make a difference in the lives of others, their communities and at the local and grassroots level.

At the Mission Agency level, we are being intentional in nurturing this paradigm shift. In order for the paradigm shift to work effectively the church must remember to pass the baton to the next generation to engage and join with young adults in reforming the church for Christ’s mission.

Public Witness. As the previous review was being finalized, the Presbyterian Washington Office was in the midst of a leadership transition. The Mission Agency had commissioned a study team to review the scope and function of the office. Study results showed that the Washington Office had focused its efforts on Washington, as it sought to advocate for General Assembly policies on behalf of the church. Facing Washington, however, had unintentionally created a disconnect for Presbyterians who wanted to engage in ministries of advocacy. Instead of facing Washington, the study showed that the denomination sought an office that would be a partner in public witness.

Therefore, since the last review, the Washington Office has become the Office of Public Witness. A new director has been called, and effective ministry is occurring. In a day when Washington no longer listens to denominational offices, it has become imperative to reconnect the office with Presbyterians across the country. Through building and mobilizing a viable base, the denomination can assure that when it speaks, Congress will listen. In addition, the Office of Public Witness is strengthening its work with young adults, who are most passionate about wanting to create transformative change. As a result, leadership from the Office of Public Witness is committing extensive time to working with social network sites, seminars, mission trips, and internships.

Appendix 13: Recommendation and Responses: Fiscal Matters and Organizational Excellence

Recommendations from the previous Agency Review process also touched on a number of financial/operational concerns within the Mission Agency. In this section, the Mission Agency will give a brief update on each of these items:

- *Expedite the development of options to improve the financial viability of Stony Point, consider possible alternatives over a longer time horizon that make the most effective use of mission funds.*

Extensive effort has been invested in improving the financial viability of Stony Point Center, including the appointment of co-directors who have worked with the Stony Point Governing Board and the Mission Agency Board to ensure that the mission of Stony Point is aligned with the Mission Work Plan. The Mission Agency Board directed staff to establish a set of milestones to move Stony Point Center toward full financial sustainability over a period of three years. If annual milestones are met, the plan will continue for another year. If the milestones are not met for two consecutive periods, staff will begin the process of winding down the operation of Stony Point Center. Annual reports will be submitted to the Mission Agency Board concerning the plan and whether Stony Point Center has achieved the milestones for the year.

- *Excess space in the Presbyterian Center (in Louisville)*

As the space needs of the Mission Agency and from other General Assembly entities based in Louisville (OGA, PILP, and PPC) have decreased, excess space in the Presbyterian Center has become available.

Considerable effort has gone into leasing excess space to other organizations. From 2008–2010, one floor was rented to a company constructing an arena next door to the Presbyterian Center. In 2013, much of the same space was rented another construction company for an Ohio River bridge-building project that will conclude in 2016.

Additional space is available in the Presbyterian Center, and the Mission Agency is regularly engaged in discussions regarding possible leases.

- *Include budget preparation as a responsibility of the Presbyterian Mission Agency Board*

At the time of the last review, the Mission Agency was emerging from a significant time of transition. The Manual of Operations was being revised as the final step of this transition, in order to reflect the new organization. In that process, the review committee found that budget preparation responsibilities were not firmly assigned to the Mission Agency Board. This has been remedied since the last review. (See Appendix XX)

- *Review cash reserves policy, determine reasonable amount*

The Finance and Accounting department reviewed the Cash Reserves Policy. Based on the policy formula, the reserve level continues to be examined for relevance and adequacy. The preliminary cash reserve analyses indicate a need to change the methodology and increase the cash reserve balance. A complete report will be brought to the Mission Agency Board's Finance Committee for review. Any changes in the cash reserve balance would affect the 2017-2018 budget.

- *Implement or revise compensation policy*

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At the time of the previous review, the Mission Agency had developed a revised compensation program, but had fallen short on the full implementation of the program. Changes in the staffing structure in 2006, set back efforts to ensure that the compensation for each position was in reasonable alignment with comparable positions in the job market, and the provisions for merit increases described in the plan and denominational policy.

To remedy the situation, the Presbyterian Mission Agency completed a total revision of the compensation program and presented it to the Presbyterian Mission Agency Board at its September, 2012 meeting. The revised plan was approved, and staff was directed to implement the program.

Implementation occurred during 2013. This program brings the Mission Agency into alignment with the denomination's Compensation Guidelines and the 14 Principles of Compensation.

Under the compensation program, employees are eligible for a standard, across-the-board award, and a merit (pay-for-performance) award on an annual basis. In addition, Human Resources conducts compensation analyses such as pay equity and other studies to ensure fairness in the compensation employees' receive.

- *Explore alternatives to streamline order fulfillment, including web-enabled methods*

The previous review committee encouraged the Mission Agency to explore alternatives in the area of order fulfillment. Together with the Presbyterian Publishing Corporation, who received similar comments as part of their 2012 agency review, the Mission Agency has been collaborating with other agencies to identify and eliminate any process duplications.

In July 2013, an inter-agency staff team report proposed a process to combine Presbyterian Publishing Corporation and Presbyterian Mission Agency order and fulfillment efforts. The team concluded there would be operational and financial benefits in a one source e-commerce website, ordering, distribution, and a print on demand model, where appropriate.

Further study by the Mission Agency to determine the best solution for activities unrelated to publishing, has resulted in a multiple phased consolidation and transition plan for the Presbyterian Distribution Services warehouse. In 2014, there will be no impact to our warehouse customers. Congregational Ministries Publishing (CMP) will move its business to the Presbyterian Publishing Corporation model first. This shift will serve as a test of the inter-agency team's proposed operations model.

During 2015, the CMP operations test environment will be further analyzed to identify cost savings and correct process deficiencies. Based on these conclusions, management will determine if the Mission Agency will implement the final "wind-down" phase. Presbyterian Distribution Services and Finance and Accounting staff are aware of this plan and the projected job eliminations resulting from the three agencies and other Presbyterian stakeholder's e-commerce website.

- *PDA disbursements – review policy and address administrative issues*

The previous review committee had some concerns regarding the timing of disbursements from Presbyterian Disaster Assistance, and therefore sought a policy review.

PDA has recently updated its policies with respect to grant disbursements and processing for both national and international partners and projects. The updated guidelines abide by, reference existing PC (USA) policies to address the concerns of funds distribution, and are fully documented with flowcharts to

ensure consistent and smooth delivery of services. (Grants Policy, Procedures Manual, and Flowcharts are available upon request.)

Appendix 14: Recommendation and Responses: Funds Development

The Mission Agency has re-fashioned its Mission Funding staff area into a Funds Development Ministry area, built on the theological conviction that fund-raising is, primarily, a form of ministry.

Funds development is one way that we proclaim the acts of God, make known God's deeds among the people, and invite people into God's mission (Psalm 105). The cultivation of relationships is a pro-active process and is done both with individuals, congregations, and mid councils through the work of a highly trained funds development staff.

In the past, the Mission Agency assumed that Presbyterians would give because they were good Presbyterians. However, at the local level, pastors have seen the ground shift significantly for years. Unrestricted giving is on the decline at national and regional levels; however, designated giving, where members can express their commitments and intentions with their gifts, is on the rise. Presbyterians give when they are asked to become involved, inspired by stories of possibility, able to see the practical significance of their gift, and thanked for participating.

Several specific topics were raised in the previous review:

Developing a funding methodology with other councils, so that mission co-workers are not expected to raise their own support. The first four years of the funds development work has concentrated on working collaboratively throughout the church to raise the level of awareness and support for Presbyterian World Mission co-workers. The church had called upon the Mission Agency to send, and even stem the decline, in the number of mission workers sent to work with our church partners (some of whom we have had relationships with for more than a century) yet, funds to support mission workers had been declining for decades.

The Mission Agency began a clear message to congregations and individuals that continues to state, "the church will send as many mission co-workers as the church will support." The mission co-worker funds development effort is a partnership between World Mission and our Funds Development Ministry staff. Mission co-workers are not asked to raise their support, but are asked to be full partners in the process. A concerted effort was begun in 2012 to coach and train mission co-workers in developing an interpretation of their work to the church. Mission workers have been asked to do four very specific activities as related to the interpretation of their ministries:

- write four mission connections letters each year, including a "call to action,"
- invite engagement in their work when itinerating in the church,
- thank supporters when receiving reports of giving from the church, and
- submit an annual ministry impact report to be shared throughout the church.

These four activities from mission workers enhance the ability for funds to be raised by the team of staff who are engaged in the fund raising process.

- *Following up on the 2008 mission funding strategy which included a "season of giving" to promote the mission of the church.* Our experience in this area has led the Mission Agency in a different direction. Rather than focusing on one season as "the mission interpretation season," focusing upon donors has led us to be responsive to donor needs rather than relying upon older systems of regulation. Therefore, instead of telling the church, "Now is the time to focus on mission," or "Now is the time to focus on giving to cause X," our efforts acknowledge that donors are in control of how and when they choose to give. Our efforts seek to provide opportunity and readiness whenever the donor is ready. Even Special Offerings, which were traditionally only received on four Sundays each year, are now promoted in seasons, and gifts may be made to any offering, at any time. So rather than limiting promotional and invitational times, the Presbyterian Mission Agency is seeking to tell inspiring and inviting mission stories year-round, and let the donor decide how and when to engage.

Among the ways these stories are told are a wide variety and number of e-newsletters. The agency's e-newsletters are primarily designed in digest form, allowing the readers to click through to a page on the Presbyterian Mission Agency website for the full story and/or complete details and information on the program or initiative.

- *Exploring and affirming additional collaborative funds development efforts.* Inter-agency collaboration efforts have continued to move forward as the funds development organizations in the Office of the General Assembly, the Presbyterian Foundation, the Board of Pensions, and the Presbyterian Mission Agency meet on a regular basis. The Presbyterian Mission Agency relies upon Foundation ministry representatives as the planned gift office for major donors, and several planned gifts have resulted from the joint efforts, although these have been small in the context of funding needs for the continuation of priority ministries. A "shared calendar" system is being developed so that each agency can be aware of planned direct mail solicitations. In addition, the Mission Agency is working jointly with the Foundation and the Board of Pensions to create regional donor recognition and celebration events.

Our collaborative efforts have also included working together with the Foundation to provide support for stewardship education. While the Mission Agency continues limited activities, such as partner support for the annual Stewardship Kaleidoscope conference, curriculum and other resources, and occasional preaching and teaching while traveling, the Mission Agency no longer has a specific stewardship program or office. This decision was made in collaboration with the Foundation as we determined that the Foundation is better suited and we wanted to avoid duplication. We promote the good work of others in the field, including the strong work done at the Foundation, such as a partnership with a provider of annual and capital campaign services, and culture of generosity seminars. The Foundation also now prepares and distributes the monthly stewardship e-newsletter formerly produced by the Mission Agency.

- *Developing a partnership role with mid councils and congregations.* The Mission Agency has long provided receipts for gifts from mid councils and congregations. However, in response to requests from mid councils for records of gifts to the Mission Agency not directly from the presbytery office, the Mission Agency also began providing an additional level of quarterly financial reporting to mid-councils in 2012. Each presbytery receives a church by church report of contributions to shared mission, directed mission, special offerings and other giving. In this way, presbyteries know about the giving patterns of their congregations, and generally about the level of giving to all General Assembly causes from within the presbytery, unless specified otherwise by the donor.

During the third quarter of 2013, after consulting with presbytery leadership, the Presbyterian Mission Agency sent three email stories to presbyteries interpreting the impact of congregational giving to the Presbyterian Mission Agency. The presbyteries were encouraged to send the stories on to their congregations in order to inspire additional engagement in shared mission support.

APPENDIX 15: The Organization for Mission

The Organization for Mission bears the marks of thirty years of revisions, which further indicate the evolution of changes that have occurred in that span. The 1986 original language is contrasted with the current document, as an illustration of the change in the Mission Agency's role from supervision and governance to inspiring, equipping, and connecting the church for God's mission.

<<DESIGN: make chart with GAC on left and PMA on right; line up similar elements; highlight key changes as below, okay if it takes more than one page>>

<<col 1>>

V. The General Assembly Council

The General Assembly Council has been created to work on behalf of the General Assembly in partnership with the other governing bodies as the church seeks to serve the needs of the world. The Council exists to cultivate and promote the spiritual welfare of the whole church, to coordinate services for the whole church and to enable mission with the whole church around the world, always under the supervision and authority of the General Assembly. When acting on behalf of the General Assembly between that body's meetings, the Council acts according to previously enacted General Assembly policies and reports fully its actions to the next meeting of the General Assembly. The General Assembly Council is not a governing body, but an arm of the General Assembly.

The General Assembly Council is an agent of the General Assembly, implementing Assembly policies, offering its counsel on the needs and priorities of the church, coordinating the Assembly's agencies, approved activities, and enabling many parts of the Presbyterian Church (U.S.A.) to contribute to the unity of the life and mission of the whole church.

The General Assembly Council works with and through the Ministry Units, providing administrative and financial resources for them, establishing procedures in accordance with policies set by the General Assembly and coordinating the work of the Ministry Units for the furtherance of the church's common mission.

The General Assembly Council works in partnership with synods, presbyteries, and sessions to enable the various governing bodies to join together in churchwide expression of the life and mission of the Presbyterian Church (U.S.A.).

According to the Book of Order (G-13.0201), the General Assembly Council has the following responsibilities:

- a. To cultivate and promote the spiritual welfare of the whole church;
- b. To institute and coordinate a churchwide plan for equal employment opportunity action for members of racial ethnic groups, for women, for various age groups, and for persons with disabilities;
- c. To engage in churchwide planning to propose for General Assembly determination the goals, objectives, and priorities of the church;
- d. To coordinate the work of General Assembly agencies, synods, and presbyteries in light of these directions and priorities;
- e. To review the work of General Assembly agencies in light of General Assembly goals, objectives, and priorities;
- f. To prepare and submit a comprehensive mission budget to the General Assembly;
- g. To correspond or consult with presbyteries, synods, and their councils in matters relating to churchwide planning, budget development, and the coordination of the work of the church";
- h. To act, in matters of administrative staff, with synod councils and General Assembly agencies, as provided in G-9.0701, G-9.0702 and G-9.0703;

- i. To review the work of the Office of the General Assembly in consultation with the Stated Clerk of the General Assembly;
- j. To act on behalf of the General Assembly according to previously enacted General Assembly policies between meetings of the General Assembly, reporting fully to each subsequent General Assembly its actions.

<<end col 1>>

<<col 2>>

V. The Presbyterian Mission Agency

According to the Book of Order (G-13.0201), the Presbyterian Mission Agency is the body of the General Assembly in which are lodged the following responsibilities:

- a. To cultivate and promote the spiritual welfare of the whole church;
- b. To provide resources to support equal employment opportunity and affirmative action for members of racial ethnic groups, for women, for various age groups, for persons regardless of marital condition (married, single, widowed, or divorced) and for persons with disabilities;
- c. To develop and propose for General Assembly approval the mission directions, goals, objectives, and priorities of the Presbyterian Mission Agency; doing so by taking into account the mission work being done by sessions, presbyteries, and synods, and to propose for General Assembly approval an accompanying budget that will implement the mission work plan of the Presbyterian Mission Agency.
- d. To act in those specific matters assigned to the Presbyterian Mission Agency by the General Assembly or this Constitution, acting always according to previously enacted General Assembly policies between meetings of the General Assembly, reporting fully to each subsequent General Assembly its actions.
- e. To perform such additional responsibilities and duties as may be assigned by the General Assembly.

<<end col 2>>

APPENDIX 16: The Organization of the Presbyterian Mission Agency Board

The Presbyterian Mission Agency Board is elected by the General Assembly to serve six-year terms. The forty voting members are divided into three classes; approximately one third of the members is replaced at each biennial General Assembly. New members receive a complete orientation to the work of the agency and the board. The Board meets in person five times during each assembly cycle. Members recite a covenant as part of each meeting that reminds them of their role of stewarding church resources:

<<design: set text off>>

We, the Presbyterian Mission Agency Board, called to this ministry as disciples of Jesus Christ, covenant together to:

- a. Seek God's will, remaining open to fresh movement of the Holy Spirit, acting boldly and creatively for the sake of the Gospel of Jesus Christ in ministry and mission.
- b. Relate to one another with honesty, trust, respect, openness, and kindness, proclaiming God's graciousness by risking and daring transformation in our lives and work.
- c. Be faithful stewards, seeking to make wise decisions in partnership with the greater church, doing our homework, listening to all points of view, working for consensus, and faithfully supporting decisions we have made.
- d. Worship and pray with joy and appreciation for God's guidance in doing this work.

<<end>>

Direction and oversight of Presbyterian Mission Agency entities deploys a majority of Presbyterian Mission Agency Board members as members of Mission Committees and Audit Committee. The work of the Ministries is a direct expression of the planning and mission understanding of the Presbyterian Mission Agency Board, which is accountable to the General Assembly in this regard. The number and makeup of the committees and assignments are adjustable to accomplish the work of the Presbyterian Mission Agency in its mission and to allow flexibility to meet changing emphases in Presbyterian Church (U.S.A.) mission. The Mission Committees are to be policy, strategy, and planning committees.

Each Ministry evaluates its need for area program committees. The Presbyterian Mission Agency Board determines how many are to be established, specifying the expertise and/or experience needed, the terms of service for members, and the duration of the committees' existence.

The Presbyterian Mission Agency Board ensures advocacy functions for women and racial ethnic persons, and advisory functions for social witness policy by providing direct access to the Presbyterian Mission Agency Board and General Assembly. The Presbyterian Mission Agency Board also provides for the development of social witness policy.

The Presbyterian Mission Agency Board ensures the continuation of a committee that includes representatives of each Presbyterian theological institution, and that will review the effectiveness and stewardship of the schools on behalf of the church, will exercise the governance responsibilities of the church to the schools, and will encourage and enhance cooperation among the church's theological schools. The committee will be provided direct access to the Presbyterian Mission Agency Board and the General Assembly.

The principal legal corporation is the Presbyterian Church (U.S.A.), A Corporation, which receives, holds, and transfers property, and facilitates the management of the church's corporate affairs. All voting members of the Presbyterian Mission Agency Board serve as members of the board of directors of this corporation.

The membership, terms of office, and officers of the Presbyterian Mission Agency Board shall be approved by the General Assembly as provided for in the Manual of Operations of the Presbyterian Mission Agency.

APPENDIX 17: Areas of Responsibility of the Presbyterian Mission Board

The Organization for Mission lists five areas of responsibility for the Mission Agency Board:

- 1) Policy Responsibility – The Mission Agency Board may recommend churchwide policies to the General Assembly and is responsible for implementing policies established by the General Assembly and for establishing overall procedures for the Presbyterian Mission Agency, and its Ministries.
- 2) Planning and Priority Setting – The Mission Agency Board is responsible for carrying out planning and priority-setting processes. The Board is also responsible for instituting ongoing review processes.
- 3) General Assembly Budgets – It is the responsibility of the Mission Agency Board to recommend to the General Assembly a Mission Agency Budget and Program and a Per Capita Budget. The Board develops the Mission Budget. The Board and the Committee on the Office of the General Assembly jointly have responsibility for developing a per capita budget and apportionment.
- 4) Personnel Responsibilities – Regarding the Mission Agency staff, the Board is responsible for
 - a. Approval of personnel procedures.
 - b. Approval, annually, of a staff rationale that determines staff commitments for the year. Any staff deployed regionally must be approved as part of the annual staff rationale.
 - c. Election of the Executive Director subject to confirmation by the General Assembly.
 - d. Annual performance reviews of the Executive Director as specified in the Presbyterian Mission Agency Manual of Operations (Appendix 10), and in concurrence with the Presbyterian Mission Agency personnel policies.
 - e. Approval and monitoring of the “Churchwide Plan for Equal Employment Opportunity and Affirmative Action.”
 - f. Approval of compensation guidelines within which salaries are administered.
 - g. Members of the Presbyterian Mission Agency Board are not eligible for election or selection as staff during the period of their term of service.
- 5) *Reporting*
 - a. From the Board to the General Assembly
 - b. From the Mission Agency to the Board
 - i. Current activity
 - ii. Exceptions to or propose changes in Mission Agency procedures,
 - iii. Major shifts in program emphasis
 - iv. Major budget adjustments

(ii–iv require Board action)

 - c. Social witness policy, advocacy for racial ethnic and women's concerns, and issues related to theological institutions are reported both to the Mission Agency Board and the General Assembly.

APPENDIX 18: Standards of Review: Policies and Program Effectiveness

Here is the detail on what the Agency Review Committee is told to review within this standard:

1. The agency understands that its responsibility is to manage its assets for the good of the whole of the PC (USA).
2. The governing board is properly constituted, clearly identified, and fully conversant with (a) the mission of the agency, (b) the current overall condition of the agency, (c) its specific responsibilities as directors, (d) the legal relationship of the agency to the church, and (e) its relationship to the president or chief officer.
3. The agency exhibits full compliance with all appropriate external regulatory and accrediting agencies.
4. An annual audit of the financial affairs of the agency is conducted by qualified and disinterested parties.
5. The governing board of the agency has a process for the selection and review of its chief officer or president.
6. The president or chief officer and the governing board have policies and procedures by which they assure that the agency staff hold the necessary and appropriate skills, licenses, and experience to make it reasonable to anticipate that they can perform their work satisfactorily and a functioning policy with expectations of staff development.
7. The agency has in place and operating a long-range and short-range planning process and a process for measuring its delivery of services and of monitoring the effectiveness of those services with its constituencies.
8. The agency exhibits an effective strategy for producing high-quality communication with its constituencies.
9. The agency is currently structured to effectively face the challenges of the future and demonstrates appropriate attention to current and emerging technologies to enable it to fulfill its mission.